

## AGENDA

### COMMITTEE ON HUMAN RESOURCES/INSURANCE

**March 15, 2005**

**Aldermen Shea, Sysyn,  
DeVries, Garrity, Forest**

**5:45 PM**

**Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)**

1. Chairman Shea calls the meeting to order.
2. The Clerk calls the roll.
3. Communication from Virginia Lamberton, Human Resources Director, submitting a response from the Hay Group for an RFI to conduct a review of components of the City's classification, job evaluation and compensation plan and advising that an additional \$52,000 to \$55,000 is required in either the FY2005 or FY2006 budgets should the Board wish to pursue this project.

**Ladies and Gentlemen, what is your pleasure?**

4. Communication from Virginia Lamberton, HR Director, recommending that a request to reclassify a Recreation Maintenance Worker I (Grade 13) to a Ski/Aquatics Maintenance Worker (Grade 15) be approved.
5. Communication from Virginia Lamberton, HR Director, on behalf of Thomas Seigle of EPD recommending a few small changes to the class specifications of the WWTP Operator (Laborer) and the WWTP Shift Supervisor.

**Ladies and Gentlemen, what is your pleasure?**

6. Communication from Virginia Lamberton, HR Director, on behalf of Thomas Seigle of EPD recommending the establishment of a new class specification, WWTP Operator Trainee.

**Ladies and Gentlemen, what is your pleasure?**

7. Communication from Virginia Lamberton, HR Director, advising that the organizational structure does not support Welfare Commissioner Martineau's proposal to reclassify two Welfare Specialist II (Grade 18) to two Welfare Specialist III (Grade 20) positions and recommends the establishment of one Welfare Supervisor position (grade 20).

**Ladies and Gentlemen, what is your pleasure?**

8. Communication from Tom Lolicata, Traffic Director, requesting the reinstatement of a Traffic Signal Technician position which had been temporarily approved on November 15, 2004.

**Ladies and Gentlemen, what is your pleasure?**

### **TABLED ITEMS**

**A motion is in order to remove any of the following items from the table for discussion.**

9. Communication from Joan Porter, Tax Collector, relative to part-time employees.  
*(Originally tabled 12/07/2004. Retabled 01/04/2005 pending a report on the fiscal impact from Human Resources.)*
10. Communication from Virginia Lamberton, HR Director, on behalf of the Planning Director recommending that an Administrative Assistant position, salary grade 13, be reclassified to a Planning Technician, salary grade 14.  
*(Originally tabled 01/04/2005 pending further information from the Planning Director.)*
11. If there is no further business, a motion is in order to adjourn.



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



February 22, 2005

Mayor Robert Baines and the Board of  
Aldermen  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire 03307

### Re: Response to Request for Information

Dear Mayor Baines and the Board of Aldermen:

On December 7, 2004, the Board voted to have a Request for Proposals or Request for Information to be developed by the Finance Director, the City Negotiator and myself in order to provide the Alderman with:

- A review and analysis of the current point factor system for the City classification system. Validate the current system or recommend changes to the current system.
- Review the existing compensation system to determine generally where the city's pay grades are with respect to existing public market rates to include a meaningful salary survey.
- Review the City's current pay system for part time employees.
- Provide the City with concrete detailed recommendations for improvements to the existing classification and compensation system or propose alternatives that should be considered.

The proposed Request for Information (RFI) was approved by the Human Resources and Insurance Committee at their first meeting in January. The full Board approved the Request for Information as well. The RFI was sent out to over thirty companies and advertised in the newspaper during the month of January. On February 17, 2005, one response to the RFI was received by Human Resources.

The response to the RFI was submitted by the Hay Group. I am attaching a copy of the response for your review and consideration. As you will note on page 18, the estimated fees are between \$52,000 and \$55,000.

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Mayor Baines and Board of Aldermen

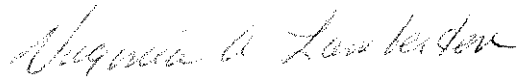
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February 22, 2005

If the Board of Mayor and Aldermen wish to pursue this project, it will be necessary for the Board to provide Human Resources with an additional \$52,000 to \$55,000 in this years budget or in Fiscal Year 2006 budget.

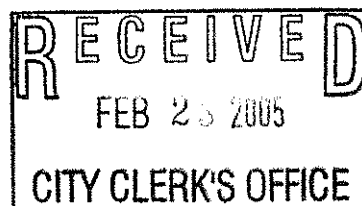
I urge the Board to appropriate funds for this project. It would be my opinion that this study would provide the Board with meaningful information to determine whether or not the current system is appropriate and working for the best interests of City government.

Respectfully submitted,



Virginia A. Lamberton  
Human Resources Director

Attachment



Hay Group, Inc.

915 Wilshire Blvd. Suite 1910  
Los Angeles, CA 90017-3401  
Tel: (213) 892-7000  
Fax: (213) 892-7010  
www.haygroup.com

**HayGroup**

February 16, 2005

Virginia A. Lamberton  
Human Resources Director  
**City of Manchester**  
City Hall Complex Annex  
One City Hall Plaza  
Manchester, NH 03101

Dear Ginny:

On behalf of Hay Group, it is my pleasure to enclose our response to your RFI for the conduct of a review of components of your Classification, Job Evaluation and Compensation Plan.

We trust that those who have the responsibility for selecting the consulting firm to partner with the City on this project will see from our proposal that Hay is pre-eminently qualified to work with you. There are many Hay look-a-likes and former Hay consultants in the market but we encourage you to choose the true Hay. We have extensive experience in the Public Sector as can be seen by the references in Section II of our proposal and we encourage you to contact any of the references.

Our proposal reflects our understanding of the City's needs. However, we would welcome the opportunity to meet with you to fully discuss our approach and experience and for them to meet the "faces of the resumes." In addition, it will provide the opportunity for us to mutually agree on any changes or modifications to the project work plan to more specifically meet the City's needs. Should you have any questions regarding our proposal, please contact me at (213) 892-7017 or [Neville\\_Kenning@haygroup.com](mailto:Neville_Kenning@haygroup.com).

We look forward to working with the City on this important human resources project and await your approval to proceed.

Sincerely yours,



Neville B. Kenning  
Director, Public Sector Consulting

NBK : mm  
Enclosures

**HayGroup**

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## ***City of Manchester***

*Response to a Request for Information for  
the Conduct of a Review of the Current Job  
Evaluation and Pay Plan*

February 16, 2005

**HayGroup**

Prepared by:

**Neville B. Kenning**  
Director, Public Sector Consulting

**Hay Group, Inc.**

for

**City of Manchester**

**HayGroup**

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### Appendix - Consultant Resumes

- *Neville Kenning*
- *Kimiko Cohen*
- *Lauren Keefe*



## ***I. Introduction***

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### **Project Background**

The Hay Group, Inc. ("Hay") is pleased to respond to City of Manchester's ("the City") Request for Information to conduct an analysis of the existing classification, job evaluation point factor system and pay plan and to provide recommendations for the enhancement of the effectiveness and responsiveness of that plan to today's employment and human resources issues. It is our understanding that there are approximately 1200 employees in 316 job classifications covered by the plan, with a salary structure of 34 grades that have 13 steps.

### **Your Needs**

From information provided by you, it was in 1999 when the basis of the existing plan was developed and adopted. The Mayor and Aldermen are concerned as to whether that plan has caused the compensation costs to excessively and they now wish to have a review of the plan conducted to see if the issue is the pay structure or other related components. In addition, Hay recommends that any organization conduct a review of its compensation plan every 5-7 years to assess its effectiveness and to determine whether the tools utilized are adequate and complete for today's work environment. If they are inadequate, the outworking of it is likely to be evidenced by misallocation of employees to classifications, as well as the issues of internal equity of salaries between employees. There may also be evidence that the users of the plan find it unresponsive and inflexible as a tool for managing one of the most significant assets of any public sector organization – that being its employees. In addition, internal equity issues can also lead to issues of external competitiveness.

### **Examples of Issues to be Addressed**

In our view, there are a number of issues that must be addressed with sensitivity if the project is to be successful. For example:

- The project must be sensitive to the City's organization and work culture climate. It is vital that we recognize the fact that there are a variety of stakeholders in such a project, including employees, management, the unions, the Mayor and Aldermen, which due to the fact that they are elected through a public process, means that the community served by the City are in fact a stakeholder as well.

**Examples of Issues to  
be Addressed  
Continued**

- Communications with the employees covered by the project must be thoroughly prepared and carefully managed to avoid misunderstanding or false expectations that could hamstring implementation. Accordingly, throughout this project, it will be vital that the project process and outcomes can be explained in a simple and easily understood manner to each of the stakeholders.
- The end results must be explainable and defensible to all stakeholders, but specifically to employees, management, the unions and the Elected Officials.

Due to these and other key factors, it is important for the City to recognize that the approach which it takes should not be an “off-the-shelf” packaged approach. What the City needs is a consulting firm and consultants who can bring a sound understanding of the type of pay plan issues that exist in Cities, together with a sound methodology, and partner with the City to conduct this project to achieve an outcome which will be tailored to the specific needs of the City and will have a high probability of being adopted and implemented.

Accordingly, it is our opinion that the consultants with whom you partner must have built a reputation in the public sector for the completion of such projects. Hay has had extensive experience in working with a wide range of public sector entities throughout the USA. References are set out in Section II.

To verify the reputation of Hay as being the best qualified to do this project with the City, you need check no further than with:

**Ms. Karen Bancroft**, Human Resources Director of the City of Santa Monica Human Resources with whom Hay has worked over the past 3 years on a number of classification and compensation projects such as the top 55 positions, all Information Technology positions and all nonexempt positions.

**Mr. Don Hill**, Commissioner of Administrative Services for the State of New Hampshire. Hay partnered with the State in a review of all non-Classified positions.

**Ms. Joanne Ray**, Human Resources Director of Washoe County. Hay has worked with Washoe County for the past 6 years in the design and implementation of a classification and compensation plan for all County employees. These employees are covered by six bargaining units.

Each can testify as to the success that Hay has brought to addressing and implementing practical solutions to their classification and compensation issues.

## Merits of the Hay Approach

The following sections of this proposal will enable the City to assess the merits of the Hay approach in comparison with approaches offered by other consultants. We believe Hay can provide the City with the best methodology and results as measured by the following criteria:

- The approach chosen should be one that has demonstrated the capability to be successfully applied in organizations similar to the City. In this regard, Hay has extensive experience in consulting on these types of projects with other education organizations as set out in **Section II** of our proposal.
- The approach chosen should be methodologically and technically sound, and of proven endurance. In addition, it should be easily explainable to employees and the plan should be readily maintained and flexible to meet the changing needs of the City. The City's current plan has as its genesis a point factor job evaluation approach to classification and it is our experience that the need to review a plan *does not* mean that this review has to result in a change in fundamental approach. The approach chosen should have been demonstrated from experience that it can be readily understood and accepted by management and employees at all levels in the organization.
- The approach should be capable of being transferred to the City's internal resources so that it does not become "consultant dependent" in order to implement and maintain the processes adopted.
- A high degree of acceptance of the project process and results through the participative partnership and regular communication with key stakeholders.
- The specific consultants, particularly the Client Relationship Manager, should have sufficient understanding of the City's environment to be credible to all parties involved with the project. In this regard, Mr. Neville Kenning has had extensive experience in consulting with other public sector organizations in his capacity of Director Public Sector consulting practice.

It is our contention that, upon reading this response, verifying our references and meeting with the project team, you will determine that Hay is the best equipped and qualified consulting firm to partner with the City on this project.

## Project Deliverables

While your RFI set out particular components of your plan that you want reviewed, it is our experience that you can get the best value from such a review if it include all components of a classification, job evaluation and compensation plan. Accordingly, set out following is the eight components that we typically address in such a review. The components that are in *italics* are those that the City requested by reviewed.

- Compensation Philosophy – the extent to which the current statement of compensation philosophy/policy (if one exists) is linked to the City’s mission, vision and values and human resources objectives.
- Job Documentation – the extent to which current job documentation accurately and succinctly describes current job content;
- Classification Scheme – analysis of the number of classifications, the family grouping of classifications and the extent to which the classification structure provides clear and definable career paths in classification series;
- *Job Evaluation Methodology and Process – the extent to which the current job evaluation tool measures factors that differentiate job content in today’s world of work and the extent to which the job evaluation process is applied in a dynamic, flexible and time-effective manner;*
- *Internal Equity – the extent to which pay is aligned internally as based on the job evaluation methodology and an analysis of the amount of horizontal and/or vertical dispersion from an appropriate internal alignment of positions exists;*
- *External Competitiveness – the extent to which your pay policy sets pay at an appropriate level to the relative market and your pay structure practice is aligned with your pay policy. In addition, the extent to which your pay policy aids or inhibits your ability to attract, retain and reward the quantity and quality of employees you need to meet your business objectives;*

## Project Deliverables Continued

- *Pay Delivery Mechanisms – the extent to which the plan's pay delivery processes (tenure, steps, education, performance, etc.) reinforce the City's values and culture (this will also include a review of the City's current pay plan for part-time employees);*
- *Plan Administration – the extent to which your plan meets the criteria for effective plan administration, that being: flexible, dynamic, readily maintained, easily understood, meets legal requirements and provides the City with optimal return on human resources investment (ROHRI).*

By the conclusion of this project, the City will have recommendations broken into three categories. The three categories by which the deliverables will be grouped will be:

- Those which are working well and should be retained and reinforced;
- Those which, with some modification and enhancement, can be made more effective, and;
- Those which are ineffective and need to be redesigned and/or replaced.

The following sections of this response include Hay's background and experience; the project plan we will follow to ensure City receives the deliverables it desires; project staffing details; the financial investment Hay will ask the City to make; and the partnering/assistance required to get the high quality process and deliverables only a firm with the reputation and expertise of Hay can offer.

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## ***II. Experience***

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### **About Hay**

The Hay Group is a leader in the development and management of human resources, compensation, and benefits. Our consultants help clients help themselves by providing systematic methods and innovative ideas from the objective viewpoint of an outside authority. We assist clients in a variety of human resources areas including the following:

- **Compensation Design:** Establishing classification, compensation and benefits programs and policies that are economically sound, internally equitable, externally competitive, and motivating to employees. Reward programs may include team-based pay, pay for competencies, pay for quality, broadbanding, small group incentives, and gainsharing, as well as more traditional merit increase and salary administration programs as appropriate for the organization.
- **Organization Effectiveness:** Organizing jobs, people and resources to increase efficiency and meet the demands of emerging technologies and the changing marketplace. Hay helps clients to ensure that strategies and objectives are reflected in the organizational structure; communicated effectively throughout the organization; embraced by management; and supported by the organization's internal culture through programs that are flexible enough to adapt to change.
- **Performance Management:** Introducing methods to analyze and measure both organization and individual performance including the results achieved, as well as how the results were achieved and how closely those results tie into the organization's overall strategy and objectives.

By retaining Hay, the City will have at its disposal one of the world's largest human resources management consulting firms. We presently have offices in 35 countries around the world, staffed by more than 1,500 full-time consultants and support staff. *One of the key advantages that Hay offers to the City is that, because of our size and experience, you will not be dependent on one consultant or sub-contractors. While it is our intention to resource this project out of our Boston and Los Angeles (the center for the Public Sector consulting practice) offices, we will utilize whatever resources are appropriate to ensure that the City gets the high value-added expertise and deliverables that it should expect from a consulting firm with the name recognition, and reputation of Hay.*

## Client References

The following is a list of selected clients within the public sector for whom we have recently performed or are currently performing comprehensive classification, compensation and performance management projects similar to that which the City seeks.

### **City of Santa Monica, CA**

Ms. Karen Bancroft  
Human Resources Director  
(310) 458 8940

### **City of Long Beach, CA**

Ms. Toni Whitesell  
Director, Human Resources  
(562) 590 - 4128

### **City of Chicago, IL**

Mr. Glenn Carr  
Commissioner of Personnel  
(312) 744-4966

### **Dartmouth College**

Office of Human Resources  
7 Lebanon Street  
Suite 203  
Hanover, NH 03755

### **City of Newton, MA**

Ms. Dolores Hamilton  
Director of Human Resources  
617-552-7037

### **State of South Carolina**

Mr. Sam Wilkins  
Director, Office of Human Resources  
(803) 737-0905

### **City of Sunnyvale, CA**

Ms. Rumi Portillo  
Employment Manager  
(408) 730 7492

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**Client References  
Continued**

**State of New Mexico**

Ms. Sandra Perez  
Director, State Personnel Office  
(505) 476-7804

**Washoe County, NV**

Ms. Joanne Ray  
Human Resources Director  
(775) 328-2089

**County of Orange, CA**

Ms. Patty Cahill  
Classification and Compensation Manager  
(714) 834 4403

**Navajo County, AZ**

Mr. Gilbert Gonzalez  
Director, Human Resources  
(520) 524-4033

**State of Idaho**

Ms. Ann Heilman  
Director, Division of Human Resources  
(208) 425 5500

**State of Oklahoma - Office of Personnel Management**

Mr. Oscar Jackson  
Administrator, Office of Personnel Management  
(405) 521-2169

**State of Maine**

Ms. Linda Doherty  
Bureau of Human Resources  
(207) 624-7366

**State of New Hampshire**

Mr. Donald S. Hill  
Commissioner, Department of Administrative Services  
(603) 271-3201



**Client References**  
**Continued**

The following is a listing of other cities with whom Hay Group has, or is, currently working with. Detailed information can be provided upon request.

City of Albert Lea, MN	City of Jacksonville, FL	City of Philadelphia, PA
City of Arlington, TX	City of Kingston, NY	City of Saginaw, MI
City of Austin, TX	City of Lansing, MI	City of Sauk Rapids, MN
City of Battle Creek, MI	City of Las Cruces, NM	City of Sioux Falls, SD
City of Bloomington, IL	City of Leavenworth, KS	City of St. Louis, MO
City of Burnsville, MN	City of Marshall, MN	City of Sunnyvale, CA
City of Columbus, OH	City of Miami Beach, FL	City of Troy, MI
City of Dallas, TX	City of Midland, MI	City of Tulsa, OK
City of Farmers Branch, TX	City of New Hope, MN	City of University Park, Dallas, TX
City of Fayetteville, AR	City of Newark, NJ	City of Wahpeton, ND
City of Grand Rapids, MI	City of Newton, MA	City of West Allis, WI
City of Hopkinsville, KY	City of Orem, UT	City of Wilkes-Barre, PA
City of Hutchinson, KS	City of Owatonna, MN	City of Winona, MN

If needed, other references can be provided upon request.

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## *III. Project Work Plan and Methodology*

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### Methodology

The primary goal of this project is to conduct a comprehensive review of the classification, job evaluation and pay plan. It is critical that you understand the way in which we will do this to achieve the results you desire. There are two ways in which consultants could provide the assistance:

1. The consultant could work **for** you, in which the consultant does the work and you see the consultant at the start and end of each project phase. The results are likely to come from "off-the-shelf" and you are not sure who actually did the work. You will receive proposals from consulting firms who follow this approach as Hay has often followed such firms to "correct the methodology."
2. Alternatively, the consultant could work **with** by providing you with value-added expertise, analysis, and guidance through a partnership to achieve the desired results. In addition, this approach creates internal capability and ownership so that you have the skills and knowledge to not only make this project happen but also to be self-sufficient and consultant-independent in the future. It is this *latter style* of consulting which we at Hay propose to follow in this work with you. Our experience is that it brings a far greater likelihood of a successful project than that which is offered by others who consult in this field.

Accordingly, Hay will combine its expertise in classification, job evaluation and compensation policies and practices with the skills, expertise and inputs from the City to address the following issues:

- Internal Equity;
- Administrative Efficiency;
- Transfer of Knowledge to Appropriate Personnel;
- Cost Effectiveness; and
- Communication to Employees, Management, the Mayor and Aldermen and other Key Stakeholders.

**Methodology  
Continued**

In order to provide City with the deliverables as set out in Section I of this proposal, it is the intention of Hay to conduct this project based on a three phased approach (clearly, there will be a close interrelationship of these phases) that the deliverables that the City seeks can be best achieved by grouping these into three phases:

**Phase I –Data Gathering**

**Phase II – Analysis**

**Phase III – Recommendations and Reporting**

**Phase I:  
Data Gathering**

***Step I: Project Planning, Communications and Management***

Hay believes that communication is a crucial element in conducting projects that are optimally useful to our clients. Our project team will meet with your Human Resources Director and whoever else you deem it is important to meet at the commencement of the project in order to accomplish the following:

- **Clarify the Scope of the Project** – Agree on the scope of the project, including defining the roles and responsibilities of the consultants and the City; clarifying project expectations and anticipated outcomes; and determining the specific timetable of events with the City.
- **Develop Communication Strategies** – Key stakeholders need to fully understand the intentions of this project and will need open communication channels established to ask questions. Hay will assist the City in determining effective employee communication strategies. Our experience indicates that the initial communications, which are so critical, will be done using a combination of written communications and, if available, electronic communications. Throughout the project, key stakeholders must, at all times, be at least at a level of "suspicious acceptance" in order for the project process and outcomes to be accepted and implemented.
- **Agree on the Project Management Process** – Hay will provide status updates as the means by which Hay and the City will assume a partnership responsibility for ensuring that the project is conducted on time, within budget and provides to the City the deliverables needed.

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**Phase I:  
Data Gathering  
Continued**

***Step 2: Gathering Data***

In this step, we will gather information to increase our knowledge of the existing classification, job evaluation, compensation and human resources processes so that the project outcomes can be aligned with the strategy and culture of the City and the outcomes are tailored to City's specific needs. Data gathering will include existing classification documentation, salary structure, employee salary data, human resources policies and procedures and any other data that will help us to understand both the City as an organization and the job evaluation and compensation plan. To supplement this information, we will also conduct interviews with key Human Resources leadership, the Mayor and Aldermen and other mutually agreed leadership of the City to gain their perspective on "what's working, what's not" with the current job evaluation and compensation plan. We will reach mutual agreement at the first planning meeting as to who should be interviewed. We will also conduct a workshop to enable the key players in the project and those who will be responsible for the ongoing administration of the plan to ensure that they have an understanding of the six key components of an effective classification, job evaluation and compensation plan.

**Phase II: Analysis**

***Step 1: Analysis of Plan Components***

Having gathered all relevant data, we will then proceed to conduct analysis of each component of the plan as set out in *italics* in the Project Deliverables in Section I. This will include the following:

- Job Evaluation Methodology and Process – first, we will analyze the extent to which the current job evaluation tool measures factors that differentiate job content in today's world of work. This will be done by utilizing the benchmark sample of positions and reviewing the ranking of positions that your current process and methodology has produced and auditing that against the Hay method of job evaluation, the most widely utilized method of job evaluation in the world. We will also examine the extent to which the job evaluation process is applied in a dynamic, flexible and time-effective manner. As part of this analysis, we will also analyze the current job evaluation factors against what those who are interviewed stated as the important factors in differentiating work.

**Phase II:  
Analysis  
Continued**

***Step 1: Analysis of Plan Components Continued***

- Internal Equity – based on the benchmark sample and the compensation data collected, we will then plot salary against the ranking of positions as derived by the job evaluation process. This will show the extent to which pay is aligned internally as based on the job evaluation methodology and the amount of horizontal dispersion (same pay to jobs of different sizes and vertical dispersion (range of pay to jobs of the same size). Commentary will be made on the pattern of internal equity as compared to industry norms.
- External Competitiveness – in the data collection step, we will have gathered information on your current pay philosophy, definition of the market and policy position in that market. We will assess the extent to which your pay policy sets pay at an appropriate level to the relative market and your pay practice is aligned with your pay policy. As part of this component, we will conduct a salary survey. This will include: the selection of benchmark positions; the identification of the relevant comparator market, the collection of market data and the analysis of your current pay policy and practice against the market data.

In addition, we will assess the extent to which your pay policy aids or inhibits your ability to attract, retain and reward the quantity and quality of employees you need to meet your business objectives.

- Pay Delivery Mechanisms – in this component, we will analyze the extent to which the plan's pay delivery processes (tenure, education, performance, etc.) reinforce the City's values and culture. Many Public Sector organizations, including those that are unionized, are questioning the basis on which they deliver pay. Should it just be step and tenure based?

As part of this analysis, we will also analyze the current pay plan for part-time employees.

- Plan Administration – we will analyze the extent to which your plan meets the criteria for effective plan administration, that being: flexible, dynamic, readily maintained, easily understood, meets legal requirements and provides the City with optimal return on human resources investment (ROHRI). In addition, we will assess the balance between centralized plan administration vs. non-personnel accountabilities and "freedoms" in implementing the plan. We will assess the balance that exist between "rules" and "tools."

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**Phase III:  
Recommendations and  
Reporting**

***Step 1: Preliminary Report***

Having completed our analysis, we will then prepare a preliminary report setting out the project process, analysis and findings. We will report our findings and recommendations by breaking them into three groupings. These will be:

- Those which are working well and should be retained and reinforced;
- Those which, with some modification and enhancement, can be made more effective, and;
- Those which are ineffective and need to be redesigned and/or replaced to make the plan more effective as they are now outdated or are ineffective.

We will meet with the City's Human Resources Director and other key stakeholders to present and gain feedback on our preliminary report.

***Step 2: Final Report***

We will then prepare a final report and will be available to present to the City's leadership, Mayor and Aldermen. We will include in this final report a transition and implementation plan to show the City how you can "make the recommendations happen" and gain the economic and human resources value from these recommendations.

## ***IV. Staff Qualifications***

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### **Professional Expertise**

This project will be staffed by consultants from the Hay Group's Public Sector Consulting Practice in Los Angeles, and the Boston Office.

**Mr. Neville Kenning, Director, Public Sector Consulting, Los Angeles Office**, will serve as Client Relationship Manager and will be accountable for overall project quality and deliverables. With over 20 years experience consulting in the human resources area, Mr. Kenning has worked with numerous organizations in the public sector listed in Section II. Other key team members will include:

**Ms. Kimiko Cohen, Consultant, Boston Office**, who will be the key consulting team member for onsite data gathering and will assist Mr. Kenning in the analysis of that data and preparation of project recommendations; and

**Ms. Lauren Keefe, Analyst, Boston Office**, who will assist in analysis and report preparation.

Resumes for each of the consultants are provided in the Appendix.

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## ***V. Project Timetable***

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Your RFI requested a timetable for each component. Based on the assumption that you undertake the components as set out in *italics* in Section III, an estimated timetable is shown below. You will note that there is some concurrency in the steps. We will agree to a detailed timeline with you at the first on-site meeting. As can be seen from this timetable, we estimate that the project can be completed within a 3 month timeframe.

<b>STEP</b>	<b>TIMETABLE</b>
Project Planning, Communication and Management	Week 1. Then at regular intervals
Data Gathering	Weeks 2-3
Analysis of Components	Weeks 4-10
Preliminary Report	Week 11 - 12
Final Report	Week 12-13



## ***VI. Project Investment***

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In your RFI, you requested a cost by component. As can be seen from the previous sections, it is the opinion of Hay that the City can gain the most value from this project by undertaking it on an integrated basis. Accordingly, this section sets out the investment we ask of the City on that basis.

Our professional fees are based on our best estimate of the level and experience of the consultants and the time required to deliver to City high value-added consulting and deliverables you should expect from a firm with the reputation of Hay. Based on the components and steps as outlined in Section III, we estimate that the professional fees for this project will be in the range of \$52,000 - \$55,000 and not exceeding the latter figure. This is all-inclusive of fees and our estimate of directly related project expenses such as travel and accommodation, report production and the like.

In considering this level of investment, we suggest that you assess it against the total labor cost of your 1200 employees. While we do not know this cost, it is likely that the investment we ask you to make is less than one day's payroll. Put another way, we ask you to invest the cost of approximately one employee (salary plus benefits) to ensure that you have an effective classification, job evaluation and compensation plan. In addition, the City may receive proposals with fees less than the Hay proposal. If that is the case, we would ask you not to compare price but to assess the value-added, resources, experience and methodologies of the Hay Group. Much of our work with Public Sector organizations in the past few years has been "following" a classification, job evaluation and compensation implementation that was done "on the cheap" and the organization then had to incur the additional cost of working with another consulting firm, such as Hay, to "fix" the plan that was not working.

We will agree on an invoicing schedule with you at the initial planning meeting.

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## *Appendix*

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### *Consultant Resumes*

## ***Neville B. Kenning***

### **Professional Expertise**

Neville B. Kenning is a Senior Consultant located in the Los Angeles office of Hay Group. He is one of Hay's leading Client Relationship Managers and multi-discipline Project Managers. He has over 20 years of consulting experience and during that time, Neville has consulted to companies in a wide range of industries, including the Public Sector, Insurance, Utilities, Oil & Gas, Building Services, Food and Beverage, Airlines and Transportation. Currently, he has National responsibility for leading the delivery of consulting services to State Governments, State Workers' Compensation Funds and is Regional Director, Public Sector Consulting. Fields of expertise include work measurement, base salary design and implementation, management, executive, workforce and sales incentive design and implementation, job family and career path design, organization analysis and design. In addition to his time in the Los Angeles office, Mr. Kenning worked for Hay New Zealand where he held the position of Senior Principal and Director of the compensation practice. He was responsible for the delivery of consulting services to the Public Sector, the Financial Services Sector (including Banks and Insurance Companies) and a variety of other industries.

Neville is a frequent speaker at National Conventions, including the National Association of State Personnel Executives, National Rural Electric Cooperative Human Resources Managers Conference, AASCIF Human Resources and Information Technology Managers Conferences and the IPMA International Conference.

### **Previous Experience**

Prior to joining Hay, Mr. Kenning's key executive management experience included heading the Compensation and Benefits function for Air New Zealand (8000 employees) with responsibility for compensation and benefits company-wide, and Corporate Services Manager with the Power New Zealand, New Zealand's second largest electrical utility. This position had responsibility for the functions of personnel, training, employee welfare and work methods and systems.

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**Education/Professional Designation**

Mr. Kenning holds a Bachelor's Degree in Commerce and Business Administration from the Victoria University of Wellington, New Zealand.

**Relevant Project Work**

While with Hay, Mr. Kenning has consulted to organizations in organization analysis and structure, job measurement and base compensation, executive and incentive compensation, severance payments and sales compensation. A sample of his Public Sector clients include:

**Cities/Counties**

City of Long Beach  
City of Los Angeles  
City of Santa Monica  
City of Sunnyvale  
Coconino County  
County of Los Angeles  
County of Orange  
Gila County  
Kootenai County  
Maricopa County  
Navajo County  
Pinal County  
Santa Clara County  
Washoe County  
Yellowstone County  
Yuma County

**States**

State of Alabama  
State of Delaware  
State of Idaho  
State of Louisiana  
State of Maine  
State of Mississippi  
State of Missouri  
State of New Hampshire  
State of New Mexico  
State of Oklahoma  
State of Oregon  
State of South Carolina

**Community College Districts**

Albuquerque Technical Vocational Institute  
Cerritos Community College District  
Chaffey College  
El Camino College  
MiraCosta Community College Dist.  
North Orange Co. Community College Dist.  
Rancho Santiago Community College District  
San Diego Community College District  
Santa Fe Community College  
Santa Monica College  
Santa Rosa Junior College  
So. Orange County Community College Dist.  
Mount San Antonio Community College

**Others**

Alameda Corridor Transportation Authority  
Arizona Superior Court in Pima County  
ATC Transit  
Long Beach Water Department  
Metropolitan Transit Authority  
Metropolitan Water District  
Northwest Regional Educational Lab.  
Port of Long Beach  
San Diego County Employees Retirement Assn.  
Southeastern Pennsylvania Transportation Auth.  
Southern California Regional Rail Authority

## **Kimiko Cohen**

### **Professional Expertise**

Kimiko Cohen is a Consultant in the Hay Group's Boston office. Her areas of expertise include analyses of compensation practices such as job evaluation, market competitiveness analysis, and pay-performance linkages for all employee levels. Kimiko's consulting assignments have included the design and implementation of salary structures and incentive pay plans for organizations in a variety of sectors, such as health care, financial services, academia, and the public sector.

Recent engagements include designing an organization-wide job classification system and compensation program, training both human resources staff and line managers of a not-for-profit organization in job evaluation, and working with a client to develop and document a compensation philosophy and compensation policies for their several business units. Kimiko's clients include the City of Newton, Unitil Corporation, the Boston Globe, Dartmouth College, and Lifespan.

### **Previous Experience**

Prior to joining the HayGroup, Kimiko taught undergraduate economics at Harvard University, and helped to train and mentor graduate student teaching fellows for one of the university's most populous undergraduate courses.

### **Education/Professional Designation**

Kimiko received her B.A. in Economics from the University of California, Davis. She received her M.A. in Economics from Harvard University, where her areas of specialization included labor and health economics, urban economics, and economic history. She is a member of World at Work and is pursuing certification as a Certified Compensation Professional.

## **Lauren Keefe**

### **Professional Expertise**

Lauren Keefe is an Analyst at the Hay Group's Boston office. Her work at Hay involves providing conceptual and technical support across a broad range of human resource and organizational development projects. She has helped clients and assisted with projects involving job analysis and evaluation, as well as competitive analysis of compensation practices and policies.

### **Relevant Project Work**

Lauren's recent client engagements have included support and project management roles covering a variety of expertise areas:

- Partnered with numerous clients to evaluate jobs of varying size and complexity.
- Supported clients in assessing market competitiveness of compensation practices by selecting appropriate markets and comparator groups, matching client positions to market using both job evaluation and analysis, and conducting custom surveys.
- Supported an interstate transportation authority in analyzing and documenting roles across all functions and levels of the organization.

### **Education/Professional Designation**

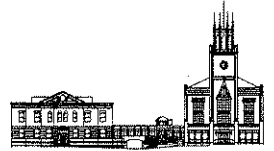
Lauren received her B.S. in Industrial and Labor Relations from Cornell University, where her studies focused on labor economics and policy analysis. She is currently enrolled in a graduate corporate finance course and has completed World at Work's Total Rewards Management course. She has also completed Hay's Job Evaluation training.



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



March 9, 2005

Alderman Bill Shea, Chairman  
Human Resources and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, NH 03101

Re: Request to Upgrade Recreation Worker position.

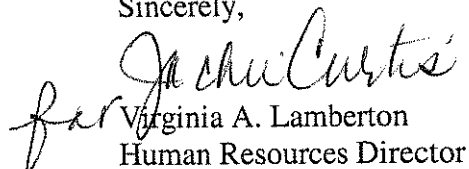
Dear Alderman Shea and Members of the Committee:

On February 24, 2005, Parks, Recreation, & Cemetery Department sent you a letter requesting you reclassify a Recreation Maintenance Worker I, Pay Grade 13 to a Ski/Aquatics Maintenance Worker, Pay Grade 15. The person in this position would assist the Ski/Aquatics Supervisor with routine maintenance task in this Division throughout the year and assume the responsibility of overseeing facility operations in his absence during peak season. There are sufficient funds in place to accommodate this increase within the Enterprise Division.

The Human Resources Department reviewed this request and recommends the Committee approve the reclassification and attached ordinance.

Your favorable approval would be greatly appreciated.

Sincerely,

  
Virginia A. Lamberton  
Human Resources Director

Cc: Ron Ludwig

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# City of Manchester New Hampshire

*In the year Two Thousand and Five*

## AN ORDINANCE

"Amending Sections 33.024, 33.025, & 33.026 (Ski/Aquatics Maintenance Worker) of the Code of Ordinances of the City of Manchester."

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester, as follows:

SECTION 33.024 CLASSIFICATION OF POSITIONS be amended as follows:

Establish Ski/Aquatics Maintenance Worker, Class Code 6092 (see attached)

SECTION 33.025 COMPENSATION OF POSITIONS be amended as follows:

Establish Ski/Aquatics Maintenance Worker, Class Code 6092, Grade 15

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows

Establish Ski/Aquatics Maintenance Worker, Class Code 6092, Grade 15, non-exempt

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.



DRAFT



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	<b>Ski/Aquatics Maintenance Worker</b>
<b>Class Code Number</b>	<b>6092-15</b>

### General Statement of Duties

Assists in the operation and maintenance of ski and aquatics areas; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to assist the Ski/Aquatic Supervisor in operating and maintaining activities at ski and aquatic facilities. The work is performed under the supervision and direction of the Ski/Aquatics Supervisor or an assigned supervisor. Considerable leeway is granted for the exercise of independent judgement and initiative. This class is distinguished from other classifications in the Parks and Recreation/Cemetery Department by the broader scope of responsibility due to oversight of completion of projects assigned and supervision of seasonal/temporary workers (Ski Area Maintenance Worker, Cashier, Lift Attendants, Maintenance Worker, and Recreational Aide). The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees and the public. The principal duties of this class are performed in an indoor/outdoor work environment with potential hazards.

### Examples of Essential Work (illustrative only)

- Supervises a work crew, and participates in repair, maintenance and construction activities;
- Establishes job priorities and time frames for assigned personnel;

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- Assigns tasks to seasonal/temporary workers
- Monitors completion of job assignments to ensure compliance with standards and instructions and revises instructions and time frames as necessary;
- Collects fees, balances account funds and deposits reconciled funds;
- Assists the Ski/Aquatics Supervisor in training employees on equipment, task procedures, work standards and proper safety procedures;
- Completes thorough and accurate reports on daily work activities, including tasks completed;
- Assists the Ski/Aquatic Supervisor in reviewing and analyzing methods, policies, procedures and performance to implement or recommend implementation of objective improvement systems;
- Determines when additional staff and resources are necessary to complete duties in a timely manner and coordinates needs with the Ski/Aquatic Supervisor and/or other supervisors;
- Completes reports on risk management activities, as needed;
- Operates and performs maintenance on equipment and machinery involved in ski area operation, aquatic system operation and other recreation operations;
- Initiates evacuation procedures in the event of a lift failure and serves as OIC through completion of evacuation;
- Provides technical advice to work crews in the maintenance of equipment and machinery related to ski/aquatics facilities;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities  
(at time of appointment)**

- Thorough knowledge of current practices and procedures involved in ski operations, including maintenance and upkeep of all types of equipment and machinery;

- Thorough knowledge of current practices and procedures involved in aquatics system operation, including maintenance and upkeep of related equipment and machinery;
- Thorough knowledge of all safety procedures involved in ski area and aquatics operations;
- Substantial knowledge of accounts processing procedures;
- Substantial knowledge of the purposes and policies of the Parks and Recreation Department;
- Ability to coordinate Department objectives and community needs with Department resources and personnel capabilities;
- Ability to supervise, train, evaluate, and coordinate the work of others;
- Ability to use all power equipment, hand tools, vehicles, and tractors involved in construction and maintenance activities;
- Ability to communicate effectively with others both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties with accuracy and speed under the pressure of time sensitive deadlines;
- Ability and willingness to learn quickly and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from High School or possession of a GED; and
- Some experience in ski area and aquatics operations; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- On-call status;
- Valid CDL-B License (or w/in 6-months of employment);
- Ski Patrol Certification (or w/in 1 year of employment);
- Variable schedule dependent on seasonal needs.

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### Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee understand department and safety rules and regulations and work in aquatics and outdoor ski environments;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to monitor assigned areas and inspect related equipment;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate hand and power tools continuously and to lift and carry, through a full range of motion, up to 100 pounds occasionally, 50 pounds frequently, and 20 pounds continuously;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to work in the trenches, in rough terrain and access construction equipment and to be able to stoop, kneel, crouch, stand, walk, push, pull, climb and grasp repetitively.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



**CITY OF MANCHESTER**  
**Parks, Recreation & Cemetery Department**

625 Mammoth Road  
Manchester, NH 03104-5491  
(603) 624-6565 Administrative Office  
(603) 624-6514 Cemetery Division  
(603) 624-6569 Fax

**COMMISSION**

George "Butch" Joseph, Chairman  
Steve Johnson, Clerk  
Michael Worsley  
Dennis Smith  
Sandra Lambert  
Ronald Ludwig, Director

February 24, 2005

RECEIVED  
FEB 28 2005

Alderman William P. Shea, Chairman  
Human Resources/Insurance Committee  
One City Hall Plaza  
Manchester, NH 03101

Re: Request to Upgrade Recreation Worker Position

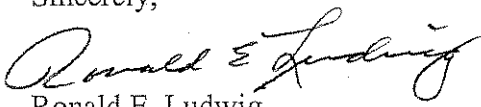
Dear Alderman Shea and Members of the Committee,

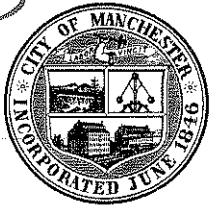
The department has been reviewing the status of one of our Recreation Worker Positions in the Recreation Enterprise Division. The purpose of this request is to give some badly needed support to the present Ski/Aquatic Supervisor Position. At the present time no full time employee is assigned directly to the Ski/Aquatic Supervisor. Under the current arrangement part time/temporary employees must fill in at the Ski Area and Aquatic facilities in the absence of the Ski/Aquatic Supervisor. This has caused the Ski/Aquatic Supervisor to work far more hours that can reasonably be expected. Additionally we are putting the City in a less than desirable situation in terms of liability exposure when inexperienced people are asked to fill positions for which they are not qualified.

We have met with the Human Resources Department and believe they understand our position and are ready to support our request. This request would involve increasing one of our current Recreation Maintenance Worker 1, Pay Grade 13, to a Ski/Aquatics Maintenance Worker, Pay Grade 15. This would increase the base hourly wage of the positions from \$13.05/hour to \$14.93/hour. The person in this position would assist the Ski/Aquatics Supervisor with routine maintenance tasks in this Division throughout the year and assume the responsibility of overseeing facility operations in his absence during peak season. There are sufficient funds in place in the Recreation Enterprise Division to accommodate this minor, non tax impact adjustment.

The department would appreciate any consideration the Committee could give this request. We will be available to answer any questions Committee Members may have.

Sincerely,

  
Ronald E. Ludwig  
Director



# CITY OF MANCHESTER

## Human Resources Department



One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065

February 17, 2005

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire 03101

Re: Revisions to Class Specifications

Dear Alderman Shea and Members of the Committee:

On behalf of Thomas W. Weigle, P.E., I am requesting that you approve a few small changes to the class specifications WWTP Operator, Laborer and WWTP Shift Supervisor.

If you will refer to the attached class specifications, you will note that the current language is underlined. The proposed language is in bold print. Mr. Seigle has determined that the WWTP Shift Supervisor special qualifications can be at the Grade II level rather than the current Grade IV level. For the WWTP Operator class specification, Mr. Seigle is requesting some language changes in the General Statement of Duties and the Distinguishing Features of the Class. The proposed changes are in bold. In addition, Mr. Seigle is proposing that the special qualifications change from Grade II Wastewater Operator's License to a NH Wastewater Operator Certification. And finally, for just EPD, add the requirement of a drivers license to the Laborer class specification.

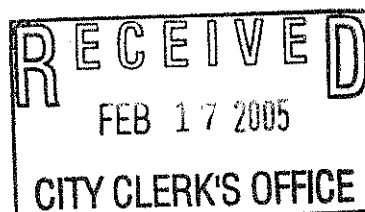
None of the proposed changes will have any impact on the salary grades of the positions.

Your favorable approval of the changes would be greatly appreciated.

Sincerely,

Virginia A. Lamberton  
Human Resources Director

Cc: Frank Thomas, P.E., Director  
Thomas W. Seigle, P.E.





**City Of Manchester  
Department of Highways  
Environmental Protection Division**

300 Winston Street  
Manchester, New Hampshire 03103-6826  
(603) 624-6595 Fax (603) 628-6234


RECEIVED

FEB 15 2005

Frank C. Thomas, P.E.  
Public Works Director

Kevin A. Sheppard, P.E.  
Deputy Public Works Director

# Memo

**To:** Virginia Lamberton  
**From:** Thomas W. Seigle, P.E.   
**Date:** 02/14/05  
**Re:** Laborer Class Specification - Code 5320

#05-044

In reviewing the classification, I noticed that there are no "*Required Special Qualifications*". Would it be possible to change this to "*Valid NH Drivers License*"? Our laborers are required to drive our pick-up trucks and, believe it or not, some don't have possession of a valid license.

/djv

Attach



**City Of Manchester  
Department of Highways  
Environmental Protection Division**

300 Winston Street  
Manchester, New Hampshire 03103-6826  
(603) 624-6595 Fax (603) 628-6234

Frank C. Thomas, P.E.  
Public Works Director

Kevin A. Sheppard, P.E.  
Deputy Public Works Director

RECEIVED  
FEB 01 2005

# Memo

**To:** Virginia Lamberton  
**From:** Thomas W. Seigle, P.E. *T. Seigle*  
**Date:** 01/31/05  
**Re:** WWTP Operator and WWTP Shift Supervisor  
Class Specification Modifications

#05-036

Attached are copies of both specifications with some recommended changes. The major change requested on the WWTP Operator classification under *Required Special Qualifications* is to delete "NH Grade II Wastewater Operators License" and replace with "NH Wastewater Operator Certification".

On the WWTP Shift Supervisor classification under *Required Special Qualifications*, delete "NH Grade IV Wastewater Operator License" and replace with "NH Grade II Wastewater Operators Certification".

The changes are requested as we are having difficulty recruiting any candidates for these positions with the stringent certification requirements. Labor Grades for these positions should remain at the current levels of 15 and 18, respectively.

The State of NH does not require that the operators and shift supervisors be licensed. The State requirement is that the facility have a Grade IV operator in charge with a Grade IV backup operator in charge.

This requirement is satisfied by the WWTF Superintendent position. The backup operator requirement is met by the Maintenance Supervisor.

Please call me to discuss at your convenience.

/djv

Attach

cc Frank C. Thomas – Public Works Director  
Thomas Corey – Plant Superintendent



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# City of Manchester New Hampshire

*In the year Two Thousand and* Five

## AN ORDINANCE

"Amending Section 33.026 (WWTP Operator, Laborer & WWTP Shift Supervisor) of the Code of Ordinance of the City of Manchester."

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester, as follows:

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows:

Change class specification, WWTP Operator, Class Code 4000  
(see attached)

Change class specification Laborer, Class Code 5320 (see attached)

Change class specification WWTP Shift Supervisor, Class Code 4040 (see attached)

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.

5



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	<b>Laborer-10</b>
<b>Class Code Number</b>	<b>5320</b>

### General Statement of Duties

Performs manual labor in contributing to public works and related civic projects; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to perform construction, maintenance and repair activities. The work is performed under the supervision and direction of a Highway Supervisor but some leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, outside contractors and the public. The principal duties of this class are performed in an outdoor work environment with potential personal hazards.

### Examples of Essential Work (illustrative only)

- Removes worn, cracked or weathered asphalt using hand or power tools and loads debris for disposal;
- Grades and repairs underlay of roadbed to prepare surface for patching;
- Rolls asphalt patching material and assures patch meets grade and standards;
- Seals and repairs asphalt and concrete infrastructures;
- Constructs retaining walls and other masonry structures;
- Manually digs trenches, secures, lowers and installs pipes and places precast or builds inlet boxes and replaces and compacts bedding and overlay material;

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- Grades and prepares surfaces for concrete curbs, gutters and storm water inlets;
- Operates mowers and weed eaters to maintain right-of-ways, medians and common areas;
- Cleans and clears storm water inlets, drains, bridges, creeks and drainage;
- Repairs or replaces landscaping disturbed during construction projects;
- Cleans and maintains City structures such as parking garages, decks and downtown areas;
- Pours and forms City street markers and helps set finished products;
- Cleans and restores construction areas, job sites and other project areas;
- Cleans equipment and facilities;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities  
(at time of appointment)**

- Substantial knowledge of construction equipment, materials and methods;
- Substantial knowledge of traffic hazards and traffic safety principles, practices and procedures;
- Substantial knowledge of proper lifting techniques and personal protective equipment used in the operation of hand and power tools;
- Ability to comprehend and follow safety rules and regulations;
- Skill in the operation of hand and power tools;
- Ability to remain on call during assigned hours as necessary;
- Ability to communicate well with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

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### Acceptable Experience and Training

- Graduation from High School or possession of a GED; and
- Some experience in landscaping or the construction industry; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

### Required Special Qualifications

- Highway EPD candidates must possess a valid NH drivers license.

### Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to understand department and safety rules and regulations and work around high traffic areas;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to work safely in heavy traffic and heavy equipment operation;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate hand and power tools continuously;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to work in trenches, in rough terrain and access construction equipment;
- Sufficient strength and endurance with or without reasonable accommodations, to lift and carry, through a full range of motion, up to 100 pounds occasionally, 50 pounds frequently, and 20 pounds continuously;
- Sufficient mobility and flexibility which allows the employee to stoop, kneel, crouch, stand, walk, push, pull, climb and grasp repetitively.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

# Proposed Revisions



## City of Manchester, New Hampshire

### Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	WWTP Operator
Class Code Number	4000-15

#### General Statement of Duties

Monitors automated **wastewater treatment** process control system and assess operating conditions for an assigned area; performs directly related work as required.

#### Distinguishing Features of the Class

The principle function of an employee in this class is to monitor computerized control system for entire treatment facility and pumping stations. The work is performed under the supervision and direction of the WWTP **shift** Supervisor but considerable leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, outside contractors and the public. The principal duties of this class are performed in an outdoor **indoor** work environment with potential personal hazards and with some outdoor field work.

#### Examples of Essential Work (illustrative only)

- Observes variations in operating conditions and makes equipment and process related adjustments;
- Notifies supervisor of any actions taken or makes recommendations for changes;
- Monitors automated process control system operating levels;
- Inspects all equipment and processing areas;
- Collects samples and conducts tests of sewage, sludge and water;

5

- Performs calculations and records data according to established procedures;
- Interprets results and makes or recommends adjustments;
- Maintains a log of plant operations;
- Operates pumps and other equipment to control flow, sludge digestion and other processes;
- Develops safe and standard operation procedures for plant equipment activities;
- Performs routine cleaning and minor maintenance of equipment to include assembly, disassembly, and lubrication of equipment using standard mechanics hand tools;
- Operates safety equipment, including a self contained breathing apparatus, dust masks and face shield, monitoring equipment and instrumentation and related equipment;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> <b>(at time of appointment)</b></p>
------------------------------------------------------------------------------------------------------------------------

- Substantial knowledge of the principles and practices of waste water and sludge treatment processes and process control;
- Substantial knowledge of procedures of sampling and sample testing;
- Substantial knowledge of automated process control systems and related software;
- Substantial knowledge of operation and maintenance of plant equipment;
- Substantial knowledge of safety procedures in working in confined space and around hazardous materials and hazardous areas;
- Some knowledge of Federal Clean Water Act guidelines and other Federal, State and local regulations which affect plant operations;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;

- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### Acceptable Experience and Training

- Graduation from High School or possession of a GED, preferably supplemented by additional training in wastewater operations; and
- Some experience in a related field; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### Required Special Qualifications

- New Hampshire Grade II Waste Water Operator's license. **Certification.**

#### Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform assigned tasks;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to work in confined spaces and around hazardous materials;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform assigned tasks in an outdoor environment.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

Revision Approved by: BMA Date: 4/20/04

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# Proposed Revisions



## City of Manchester, New Hampshire

### Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	WWTP Shift Supervisor
<b>Class Code Number</b>	4040-18

#### General Statement of Duties

Organizes, plans and supervises the activities of a plant operations crew; performs directly related work as required.

#### Distinguishing Features of the Class

The principal function of an employee in this class is to provide organizational direction and supervision for an operations crew on assigned shifts. The work is performed under the supervision and direction of the WWTP Superintendent but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees performing shift work for plant operations. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with plant personnel, Federal, State and local governmental employees, other City employees and the public. The principal duties of this class are performed in both an indoor and outdoor work environment with potential personal hazards. An employee in this class may also be required to handle and/or manage hazardous waste and if so, appropriate training will be provided annually.

#### Examples of Essential Work (illustrative only)

- Organizes and supervises the activities of plant operators on assigned shifts;
- Organizes shift activities, prioritizes and delegates work and completes daily time records
- Develops duty rotations and schedule of duties of staff;
- Provides individual or group instruction to crew members on proper operation of equipment and other duties;



- Develops safe and standard operating procedures for plant equipment and activities;
- Assigns and reviews work, writes performance evaluations and makes recommendations for promotions and/or disciplinary actions;
- Inspects all equipment and process areas;
- Schedules and oversees all major equipment taken off line for cleaning, inspection and return to service;
- Monitors recording instruments, flow meters, control panels and other indicators;
- Makes adjustments to ensure proper operation of equipment, safety, efficiency and quality of work performed by staff and implement needed adjustments;
- Monitors computerized distributed control system within the treatment facility and outlying pumping stations;
- Reviews recorded data and verbal reports of crew from the previous shift;
- Monitors process operating conditions and keeps related equipment on line;
- Maintains log of plant operations, keeps records of staff activities and makes work requests for maintenance as needed;
- Creates work orders for specific tasks and maintains records of progress and completion;
- Prepares reports on operational duties;
- Orders and keeps inventories of chemicals and other materials used in process and dis-infection;
- Organizes and schedules work with outside contractors for modifications and upgrades of equipment and supervises confined space entries;
- Oversees and performs the manual regulation or down time of equipment during emergency situations;
- Organizes and directs laboratory tests as needed;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Thorough knowledge of principles of waste water and sludge treatment processes and process control;
- Thorough knowledge of procedures of sampling and sample testing;
- Thorough knowledge of automated process control systems and related software;
- Thorough knowledge of operation and maintenance of plant equipment;
- Thorough knowledge of safety procedures in working in confined space and around hazardous materials;
- Substantial knowledge of Federal, State and local waste water rules and regulations;

- Ability to calculate flow rates, areas, volumes, plant process loading (organic and/or hydraulic) and other standard mathematical calculations associated in the operations of a waste water treatment facility;
- Ability to make adjustment to process needs based on visual, collected data and mathematical calculations;
- Ability to diagnose equipment problems;
- Ability to organize daily tasks and assignments;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from an accredited college or University with an Associate degree in related science field; and
- Considerable experience in waste water treatment operations; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- Valid New Hampshire Driver's License;
- New Hampshire Grade II Waste Water Operator's license.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform assigned tasks;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to work in confined spaces and around hazardous materials;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform assigned tasks in an outdoor environment.

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Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



February 23, 2005

Alderman Bill Shea, Chairman  
Human Resources and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire 03101

Re: Request to Establish WWTP Operator Trainee Class Spec

Dear Alderman Shea and Members of the Committee:

On behalf of Thomas Seigle, P.E., I am requesting the establishment of a new class specification, WWTP Operator Trainee.

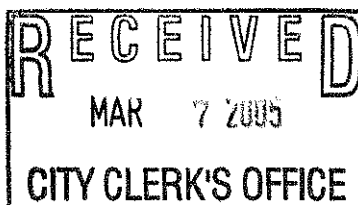
There is an ongoing problem recruiting and employing certified WWTP Operators. Therefore, EPD would like to offer interested candidates the opportunity to learn the profession and subsequently attain professional certification. As such, it is requested that the Board authorize the establishment of an WWTP Operator Trainee class specification at salary grade 13. Those individuals that are hired as a Trainee will have eighteen (18) months to attain certification. Upon attaining certification, the now qualified employee will be moved to the Operator level at salary grade 15.

This is a good idea for the City as well as those residents that are interested in becoming certified in waste water treatment. Therefore, I strongly encourage you to approve this request.

Respectfully submitted,

*Virginia A. Lamberton*  
Virginia A. Lamberton  
Human Resources Director

Cc: Thomas Seigle, P.E.  
Frank Thomas, P. E.  
Thomas Corey  
David Hodgen



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# City of Manchester New Hampshire

*In the year Two Thousand and Five*

## AN ORDINANCE

“Amending Sections 33.024, 33.025, & 33.026 (WWTP Operator Trainee) of the Code of Ordinances of the City of Manchester.”

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester,  
as follows:

SECTION 33.024 CLASSIFICATION OF POSITIONS be amended as follows:

Establish WWTP Operator Trainee, Class Code 4001

SECTION 33.025 COMPENSATION OF POSITIONS be amended as follows:

Establish WWTP Operator Trainee, Class Code 4001, Grade 13

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows

Establish WWTP Operator Trainee, Class Code 4001, Grade 13  
non-exempt

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.



# Proposed

# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	<b>WWTP Operator Trainee</b>
<b>Class Code Number</b>	<b>4001-13</b>

### General Statement of Duties

Operates equipment, systems and related facility features at the Wastewater Treatment Plant under close supervision; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to train to become a state certified wastewater treatment operator and to learn the operational requirements of the Manchester waste water treatment facility. The objective is that this classification will give individuals the opportunity to become a fully qualified treatment operator. The work is performed under the supervision and direction of WWTP Operators and the WWTP Superintendent but some leeway is granted for the exercise of independent judgement and initiative. This class is distinguished from all other operators by serving in a position under close supervision with a responsibility for on the job training as to the treatment processes. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other city employees and the public. The principal duties of this class are performed in the Wastewater Treatment Plant facility. The operator trainee will be required to work as the fourth member of an operations crew during the course of the training and will be assigned to work on the night shift at the discretion of the Plant Superintendent.

### Examples of Essential Work (illustrative only)

- Studies wastewater treatment processes and trains in all job functions associated with WWTP Operator functions including the sludge incinerator

- Mixes and adjusts chemical doses;
- Monitors computer generated information relating to wastewater issues and takes appropriate actions based upon that information.
- Observes variations in operating conditions and makes equipment and process related adjustments;
- Notifies supervisor of any actions taken or makes recommendations for changes;
- Monitors automated process control system operating levels;
- Inspects all equipment and processing areas;
- Collects samples and conducts tests of sewage, sludge and water;
- Performs calculations and records data according to established procedures;
- Interprets results and makes or recommends adjustments;
- Maintains a log of plant operations;
- Operates pumps and other equipment to control flow, sludge digestion and other processes;
- Develops safe and standard operation procedures for plant equipment activities;
- Performs routine cleaning and minor maintenance of equipment to include assembly, disassembly, and lubrication of equipment using standard mechanics hand tools;
- Operates safety equipment, including a self contained breathing apparatus, dust masks and face shield, monitoring equipment and instrumentation and related equipment;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> (at time of appointment)</p>
-----------------------------------------------------------------------------------------------------------------

- Substantial knowledge of the principles and practices of waste water and sludge treatment processes and process control;
- Substantial knowledge of procedures of sampling and sample testing;
- Substantial knowledge of automated process control systems and related software;
- Substantial knowledge of operation and maintenance of plant equipment;
- Substantial knowledge of safety procedures in working in confined space and around hazardous materials and hazardous areas;
- Some knowledge of Federal Clean Water Act guidelines and other Federal, State and local regulations which affect plant operations;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;

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- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

### **Acceptable Experience and Training**

- Graduation from High School or possession of a GED, and
- Some experience in related functions or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.
- Preference will be given to candidates showing proficiency in math and science.

### **Required Special Qualifications**

- Valid New Hampshire Driver's License.
- The employee will be required to obtain a State of New Hampshire Wastewater treatment operator certification within 18 months of employment, failure to obtain the certification within the required time frame will require that the employee be terminated or demoted to an alternative position.

### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform assigned tasks;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to work in confined spaces and around hazardous materials;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform assigned tasks in an outdoor environment.



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Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

Revision Approved by: BMA Date: 4/20/04



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza

Manchester, New Hampshire 03101-4000

Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



February 18, 2005

Alderman Bill Shea, Chairman  
Human Resource and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire 03101

Dear Alderman Shea and Members of the Committee:

On February 9, 2005, Welfare Commissioner Paul Martineau, sent you a letter requesting that you authorize the reclassification of two Welfare Specialist II, salary grade 18 positions, to two Welfare Specialist III, salary grade 20 positions.

As a matter of information, Commissioner Martineau and I met to discuss this proposal. In order to determine whether or not there the new duties he was assigning to the current Welfare Specialist II positions would have any impact on the salary grade, I requested that the incumbents of the positions complete position questionnaires. Upon receipt of the questionnaire, desk audits were performed on both positions.

In Commissioner Martineau's letter he states that in his opinion his two key employees have duties that exceed their current classification of Welfare Specialist II and as such, they should be reclassified to Welfare Specialist III's.

A Welfare Specialist III, salary grade 20, is defined as a "lead worker". The distinguishing features of this class state that the Welfare Specialist III is distinguished from the classification of Welfare Specialist II by serving as a lead worker with added responsibilities in the areas of emergency and/or general welfare assistance. The class specification goes on to say that a Welfare Specialist III provides direction for other subordinate Welfare Specialists in training, evaluating and coordinating the work of others.

Due to the responsibility of being a lead worker or in a supervisory role, the point factors for a Welfare Specialist III give credit for assigning work to subordinates, solving problems arising in the course of the work; reviewing the product for adequacy and compliance with instructions and procedures; responsibility for quality and quantity of the individual efforts of the subordinates. This point factor also gives credit for the incumbent in a Welfare Specialist III position to be supervising at least two to nine technical and/or professional positions.

The point factors for supervision for a Welfare Specialist II are advisory or strawboss oversight; handing out work to other employees and explaining routine methods and the application of prescribed procedures with little accountability for quality or quantity of output.

Based upon the verification of duties with both Welfare Specialist II incumbents, it appears that both incumbents are currently functioning at the level of a Welfare Specialist II. The Commissioner has stated that in his absence, either one of the incumbents will be authorized to grant emergency food or med vouchers. This authority has been granted to the incumbents in the positions due to their many years of employment. This is not to say that if either of the incumbents were to vacate their position that the new incumbent would have that authority. Rather, I suspect that the Commissioner would look at his employees and determine which, if any he would be willing to grant that authority to in his absence.

Further, if you will look at the organization chart, you will note that the proposed reorganization places one Welfare Specialist III position immediately under the Commissioner and over all of the other positions. The second proposed Welfare Specialist III position is at the same level as the Welfare Specialist II's and reports directly to the proposed Welfare Specialist III. This is inconsistent with the class specification for a Welfare Specialist III and normal organizational structures.

Realizing that the Commissioner would like to have a position in charge during his absence, I would like to recommend an alternative reorganization that would be consistent with our classification plan and class specifications. I would recommend that a Welfare Supervisor position at salary grade 20 be authorized. This position would be immediately beneath the Commissioner on the organizational chart. This position would, by definition from the class specification, provide supervision and direction for employees in the Welfare Department. If you will look at the attached class specification, you will note that the examples of work state that the position will supervise, train, evaluate and coordinate the work of employees, approves expenditures and actions taken by Welfare Specialists, reviews cases and decisions, creates and compiles statistical spreadsheets etc. etc. All of these duties are consistent with the ideas for the reorganization that has been proposed by the Commissioner.

The way this could be implemented would be for the Board of Mayor and Aldermen to authorize that the Welfare Department be authorized one Welfare Supervisor position. The Commissioner could then post the title. After interviews and selection of a current Welfare employee, the Commissioner would notify Human Resources and HR would then reclassify the position that the selected employee is in to the title of Welfare Supervisor, labor grade 20.

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Alderman Bill Shea, Chairperson

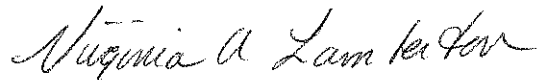
- 3 -

February 18, 2005

In conclusion, I do not recommend the establishment of two salary grade twenty positions in the Welfare Department. The organizational structure does not support that proposal. I do urge the BMA to authorize the establishment of one Welfare Supervisor position.

I am attaching copies of class specifications, the proposed organizational chart and Commissioner Martineau's letter.

Respectfully submitted,



Virginia A. Lamberton  
Human Resources Director

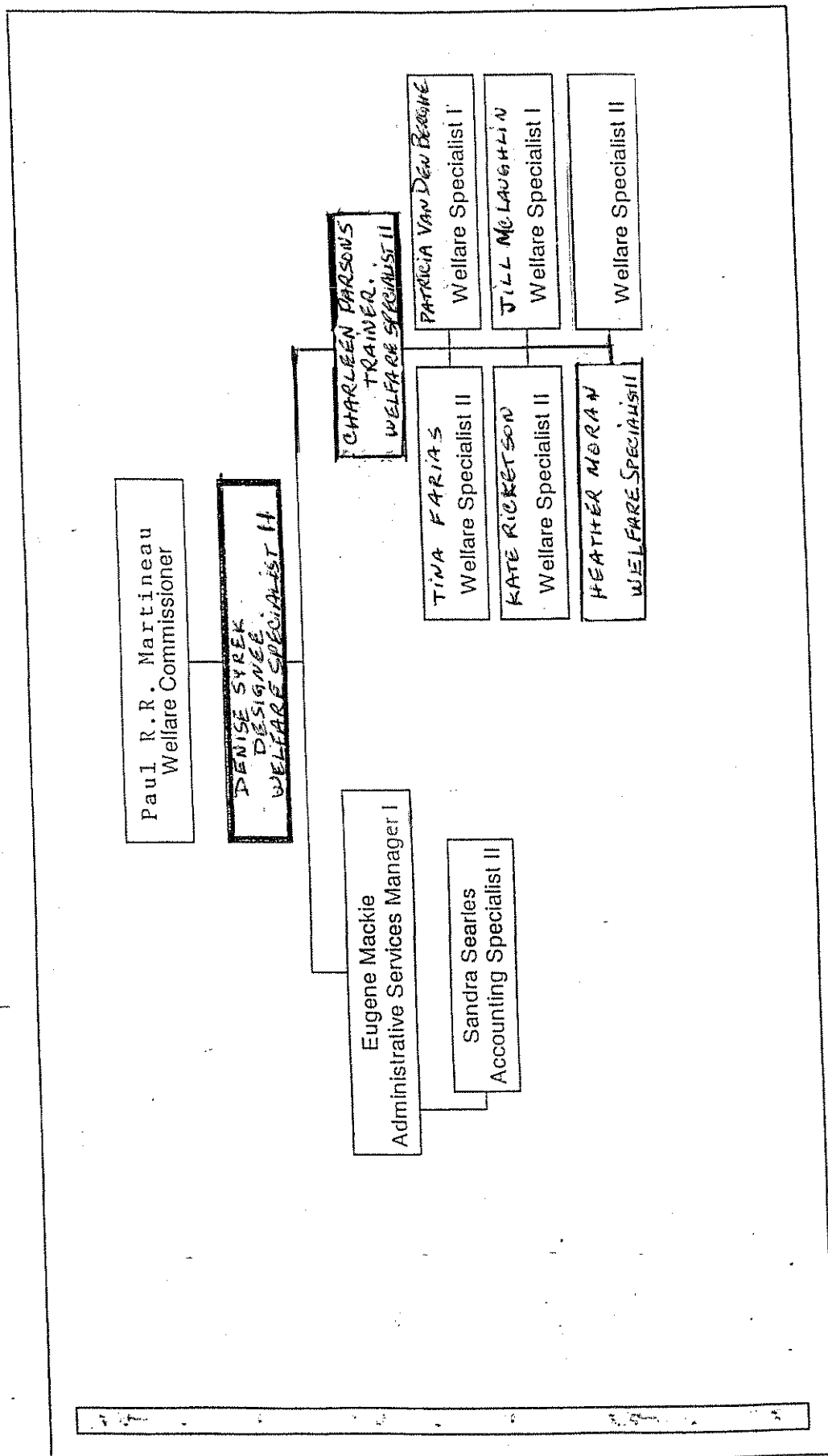
Cc: Commissioner Martineau

attachments

RECEIVED

JAN 27 2003

# Organizational Chart





# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	Welfare Specialist II
<b>Class Code Number</b>	7130

### General Statement of Duties

Determines client eligibility for emergency and/or general welfare assistance, assesses long term needs for self-sufficiency and makes referrals to other agencies as needed; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to determine eligibility and provide emergency and/or general assistance as needed. The work is performed under the supervision and direction of the Welfare Supervisor but considerable leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other department employees, clients, other public and private agencies, vendors, landlords, local businesses and the public. The principal duties of this class are performed in an office setting, with some exposure to dangerous situations.

### Examples of Essential Work (illustrative only)

- Interviews applicants, assesses needs, determines eligibility and issues vouchers as eligibility requirements are met;
- Assesses clients long term needs, resolves problems as possible and develops appropriate plans of action;

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- Acts as liaison and advocate for the client with other Federal, State and municipal agencies, landlords and utility companies as needed;
- Confers with medical facilities and doctors on the medical/pharmaceutical needs of client;
- Investigates client's background, verifies information, makes home visits as necessary and monitors client's compliance with allowable purchases and activities;
- Assesses emergency or crisis situations and expedites assistance as necessary;
- Writes detailed case notes on each client and keeps statistical data for tracking and informational purposes;
- Assesses client's long-term needs, resolves problems as possible and develops appropriate plans of action in conjunction with the client;
- Understands and employs utmost care with regard to the decision making process;
- Meets regularly with staff and residents of the family shelter to monitor client progress;
- Directs and monitors case plans and responds immediately in crisis situations;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Thorough knowledge of current economic and social service programs at the local, State and Federal level;
- Thorough knowledge of referral agencies involved in social service provision;
- Thorough knowledge of interviewing skills and techniques of dealing with people in crisis;
- Some knowledge of investigative techniques;
- Some knowledge of leadership qualities and the skill to use them effectively;
- Some knowledge of motivation techniques and ability to use them to effect client self-motivation;
- Some knowledge of accounting methods;
- Ability to coordinate numerous complex situations at one time;
- Ability to organize work to ensure efficient workflow and effective case management;
- Ability to research client's needs and analyze them;
- Ability to use persuasion and negotiation when dealing with clients and other involved entities;
- Ability to solve problems and make decisions;

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- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in a related social science field; and
- Considerable experience in social service programs; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- None.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to be aware of the surroundings, which could become dangerous;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to accomplish the assigned tasks ;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to accomplish the assigned tasks.

Approved by:\_\_\_\_\_ Date:\_\_\_\_\_





# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	<b>Welfare Specialist III</b>
<b>Class Code Number</b>	<b>7135</b>

### General Statement of Duties

Performs as a lead worker in determining client eligibility for emergency and/or general welfare assistance, assesses long term needs for self-sufficiency and makes referrals to other agencies as needed; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to determine eligibility and provide emergency and/or general assistance as needed. The work is performed under the supervision and direction of the Deputy Welfare Commissioner but considerable leeway is granted for the exercise of independent judgement and initiative. This class is distinguished from the class of Welfare Specialist II by serving as a lead worker with added responsibilities in the areas of emergency and/or general welfare assistance. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other department employees, clients, other public and private agencies, vendors, landlords, local businesses and the public. The principal duties of this class are performed in an office setting, with regular exposure to dangerous situations.

### Examples of Essential Work (illustrative only)

- Provides direction for other Welfare Specialists, including assisting the Deputy Welfare Commissioner in training, evaluating and coordinating the work of others;
- Interviews applicants, assesses needs, determines eligibility and issues vouchers as eligibility requirements are met;

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- Assesses clients long term needs, resolves problems as possible and develops appropriate plans of action;
- Acts as liaison and advocate for the client with other Federal, State and municipal agencies, landlords and utility companies as needed;
- Confers with medical facilities and doctors on the medical/pharmaceutical needs of client;
- Investigates client's background, verifies information, makes home visits as necessary and monitors client's compliance with allowable purchases and activities;
- Assesses emergency or crisis situations and expedites assistance as necessary;
- Writes detailed case notes on each client and keeps statistical data for tracking and informational purposes;
- Assesses client's long-term needs, resolves problems as possible and develops appropriate plans of action in conjunction with the client;
- Understands and employs utmost care with regard to the decision making process;
- Meets regularly with staff and residents of the family shelter to monitor client progress;
- Directs and monitors case plans and responds immediately in crisis situations;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> <b>(at time of appointment)</b></p>
------------------------------------------------------------------------------------------------------------------------

- Thorough knowledge of current economic and social service programs at the local, State and Federal level;
- Thorough knowledge of referral agencies involved in social service provision;
- Thorough knowledge of interviewing skills and techniques of dealing with people in crisis;
- Some knowledge of investigative techniques;
- Some knowledge of leadership qualities and the skill to use them effectively;
- Some knowledge of motivation techniques and ability to use them to effect client self-motivation;
- Some knowledge of accounting methods;
- Ability to coordinate numerous complex situations at one time;
- Ability to organize work to ensure efficient workflow and effective case management;
- Ability to research client's needs and analyze them;

- Ability to use persuasion and negotiation when dealing with clients and other involved entities;
- Ability to solve problems and make decisions;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in a related social science field; and
- Considerable experience in social service programs; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- None.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to be aware of the surroundings, which could become dangerous;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to accomplish the assigned tasks ;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to accomplish the assigned tasks.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Welfare Supervisor
Class Code Number	7140

### General Statement of Duties

Provides supervision and direction for employees in the Welfare Department; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to oversee all the Welfare related functions of the Welfare Department and other business and/or fiscally related functions as directed by the Welfare Commissioner. The work is performed under the supervision and direction of the Welfare Commissioner but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in the classes of Welfare Specialist I and II. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with clients, other employees, City officials and employees, Federal and State agencies, other social service agencies and the public. The principal duties of this class are performed in an office setting, with some exposure to dangerous situations.

### Examples of Essential Work (illustrative only)

- Supervises, trains, evaluates and coordinates the work of employees involved in various welfare activities;
- Regularly discusses problems, policies and procedures with workers individually and in staff meetings;

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- Facilitates conflict resolution with clients and/or employees as needed;
- Approves expenditures and actions taken by Welfare Specialists;
- Reviews cases and decisions of Welfare Specialists to ensure statutory obligations are met;
- Keeps abreast of the latest local, Federal, and State laws and resources to maintain compliance and have the best available information for the clients and Welfare staff;
- Ensures public funds are spent judiciously and effectively;
- Counsels clients who have complaints and investigates the validity of the complaints;
- Observes eligibility interviews;
- Creates and compiles statistical spreadsheets from daily logs completed by Welfare Specialist;
- Prepares reports from spreadsheets as requested by the Welfare Commissioner;
- Gives presentations as needed;
- Represents the department on various occasions;
- Performs the duties of Welfare Specialists as needed;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> (at time of appointment)</p>
-----------------------------------------------------------------------------------------------------------------

- Thorough knowledge of the rules, regulations, laws procedures, and policies relative to Federal, State, and local economic assistance programs;
- Substantial knowledge of practices and procedures of supervision;
- Substantial knowledge referral resources available in the community;
- Substantial knowledge of the basic principles of human behavior;
- Substantial knowledge of contemporary social and economic conditions of target population;
- Ability to plan and direct program activities relative to eligibility determination and payment of economic assistance benefits;
- Ability to work successfully with individuals and groups;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to defuse volatile situations;
- Ability to understand and follow oral and/or written policies, procedures and instructions;

- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in a related social science area; and
- Some experience in program eligibility determination or supervision; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- None.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to be aware of potential problems with angry clients;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to function in a normal office environment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to function in a normal office environment.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



## City of Manchester Welfare Department

1528 Elm Street  
Manchester, NH 03101-1350  
(603) 624-6484 FAX (603) 624-6423  
[www.ci.manchester.nh.us](http://www.ci.manchester.nh.us)

Paul R. R. Martineau  
Commissioner

February 9, 2005

Human Resources/Insurance Committee  
Attn: Alderman William P. Shea, Chairman  
One City Hall Plaza-West Wing  
Manchester, N. H. 03101

Dear Chairman Shea and Committee Members:

With the elimination of the Deputy Welfare Commissioner position, I am restructuring the departmental organizational duties.

In reorganizing, I am requesting that two of my key employees who presently are Welfare Specialist II be elevated to Welfare Specialist III. They presently have responsibilities that are beyond the requirements of a Welfare Specialist II. Enclosed for your information are the questionnaires they completed for the Human Resources department for their audit.

I request to appear before the committee to explain my plan.

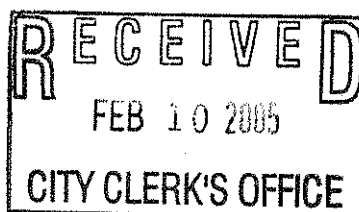
I would hope that the committee could expedite this meeting, since the changes I propose will alter the FY'06 budget for my department.

I trust this meets with your approval.

Sincerely,

Paul R. R. Martineau  
Welfare Commissioner

Cc: Alderman Betsi DeVries, Alderman Armand Forest, Alderman Michael Garrity,  
Alderman Mary Sysyn, Mrs. Virginia Bernier-Human Resources Director



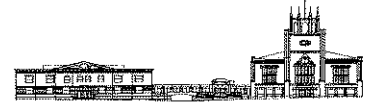
8

**CITY OF MANCHESTER**  
*Department of Traffic*



**Thomas P. Lolicata**  
Traffic Director

**James P. Hoben**  
Deputy Traffic Director



**Administrative Services Manager**  
**Denise Boutilier**  
Email: [dboutilier@ci.manchester.nh.us](mailto:dboutilier@ci.manchester.nh.us)

**February 16, 2005**

**Human Resources/Insurance Committee**  
**Chairman, Alderman William Shea**  
**C/O Leo Bernier**  
**City Clerk's Office**  
**1 City Hall Plaza**  
**Manchester, NH 03101**

**Dear Alderman Shea:**

**Please consider this a request to reinstate a Traffic Signal Technician position within the Traffic Department.**

**Human Resources temporarily approved filling the position on November 15, 2004, but there was a misunderstanding and a failure to communicate between the Mayor's office, Human Resources and Traffic Department.**

**In good faith, an employee was hired and has been in the position for three (3) months.**

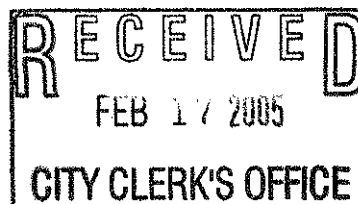
**We would appreciate your immediate attention in this matter.**

**If you have any questions, or would like to discuss this situation, please contact me.**

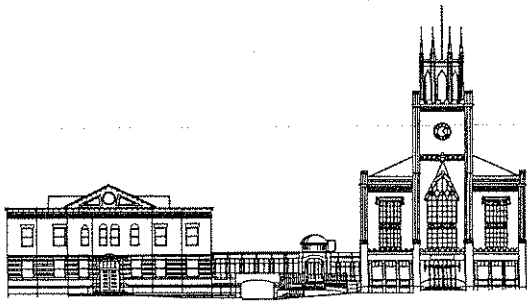
**Sincerely,**

**Tom Lolicata**  
**Director**

**Cc: Virginia Lamberton, HR Director**  
**Seth Wall, Mayor's Office**







*City of Manchester Office of the Tax Collector*

City Hall One City Hall Plaza

Manchester, New Hampshire 03101

Joan A. Porter, Tax Collector

Tele: (603) 624-6575

Fax: (603) 628-6162

Web Site: <http://www.manchesternh.gov>

Email: [taxcollector@ci.manchester.nh.us](mailto:taxcollector@ci.manchester.nh.us)

12/1/04 - 1000  
pending legal opinion  
from Solicitor  
1/25/05 - Remanded  
tabled  
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*Welcome to the City Of Manchester NH, Where History Invites Opportunity!*

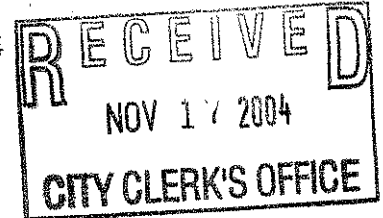
Alderman William P. Shea, Chairman

Human Resources Committee

1 City Hall Plaza

Manchester, NH 03101

November 15, 2004



Dear Alderman Shea,

Please place an item relative to regular part time employees on the next Human Resources agenda for discussion.

At issue is the determination of status as regular part time/seasonal/temporary which determines length of probation, thus affecting the first merit increase and subsequent increases.

The Tax Collector's Office has employed two part time employees as a replacement for one full time position for close to twenty years. At one time they were called permanent part time and that was changed to regular part time. These employees work 20 hours per week year round (no break in service), earn vacation and sick leave, are entitled to bereavement leave, tuition reimbursement (pro-rated) and paid holidays and are automatically enrolled into our Contributory Retirement System and are permitted to join the Sick Bank. It is mandatory that they attend Orientation and are given a Handbook detailing benefits. The handbook states that: "The first six months of your employment with the City are considered a probationary period." (Page 3-2). It also states that: "Upon completion of your probationary period, regular, full-time and regular, part-time employees have the opportunity to receive yearly advances in pay grade." (Page 3-3 attached).

The Human Resources Department believes that these part time employees are seasonal/temporary. Since seasonal/temporary employees are hired for a specific "season" (such as lifeguards in summer and ski lift operators in winter) or "purpose" (such as those hired for elections), they are generally hired knowing that their employment is for a short, specific term. Furthermore, temporary employees are not members of the Retirement System or Sick Bank, are not required to attend Orientation nor are they entitled to the benefits afforded a regular part time employee. The ordinance referencing seasonal/temporary employees (33.063 attached) was changed in August 2002 to reflect changes in step increases. There is an ordinance (33.062 attached) referencing part time employees but it was not changed, nor does it reference step increases.

One of our part time employees was hired in July and is due an increase at the end of her probation in January. This amounts to .40 per hour which is \$8.00 per week as a regular part time employee. I am requesting that the Committee reaffirm her status as a regular part time employee thus allowing her an increase upon completion of her probationary period which is 6 months according to our Employee Handbook (page 3-2 attached).

Thank you for your thoughtful consideration of this matter.

Sincerely,

*Joan A. Porter*

Joan A. Porter  
Tax Collector

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You may participate in the **Dependent Care Reimbursement Plan** (allows you to set aside money deducted pre-tax from your paycheck into an account to reimburse you for eligible dependent day care expenses); the **Premium Offset Plan** (allows you to pay for your share of medical insurance premiums on a pre-tax basis); and/or the **Health Care Reimbursement Plan** (allows you to set aside funds to pay for medical and dental expenses before salary taxes). For more information on these plans, contact the Human Resources Department at 624-6543 (Voice/TTY).

#### **COMPENSATION PROGRAM**

The City recognizes the need to provide a compensation program that is competitive in the marketplace, internally consistent and recognizes our employees' efforts and achievements.

We have established a classification plan with assigned pay grades for every position. Positions are evaluated based on the knowledge, skills and abilities required for the job (see performance summary section). You have an opportunity to advance within your pay grade as your career with the City progresses.

#### **PROBATIONARY EMPLOYEES**

The first six months of your employment with the City are considered a probationary period. During this time, you are eligible for paid holidays. Upon successful completion of your probation, your employee status will change as is appropriate to your position. Although you accrue sick

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leave and vacation hours during this six-month period, *you are not eligible to use these hours toward vacation or sick leave.*

Police and Fire Department employees have a probationary period of one year, but are eligible to use vacation and sick leave after six months, as defined by their respective Collective Bargaining Agreements.

#### **NON-PROBATIONARY EMPLOYEES**

Upon completion of your probationary period, regular, full-time and regular, part-time employees have the opportunity to receive yearly advances in pay grade. Advances are based on your job performance and length of service – they are described below. Salary advances require the recommendation of your department head and the approval of the Human Resources Director or the Human Resources and Insurance Committee, except as otherwise provided for in Collective Bargaining Agreements.

#### **EMPLOYEE DEVELOPMENT PLAN**

The City is committed to providing opportunities for professional growth and development. To that end, you and your supervisor will meet to complete your annual Employee Development Plan (EDP). This plan will help you to identify your strengths and areas of expertise as well as those areas that may need further development. You will set professional goals and objectives for the coming year, and you will identify the action steps you will need to take in order to achieve your goals. You and your supervisor will meet periodically during the course of the

## **TUITION REIMBURSEMENT**

This benefit is available to all regular, full-time and regular, part-time (on a pro-rated basis) employees, on a first-come, first-served basis. All employees who have completed six (6) months of continuous employment are eligible. Employees may apply for reimbursement on a yearly basis. For information on current rates, refer to your Collective Bargaining Agreement or contact the Human Resources Department at 624-6543 (Voice/TTY).

## **RETIREMENT**

Eligible City classified employees are enrolled in the Manchester Employee Contributory Retirement System Defined Benefit Plan. Contributions are established by referendum: the current rate is 3.75% annually. Employees are vested after five (5) years of service. For more information consult the City of Manchester Employee Contributory Retirement System at 624-6506. (TTY access through RelayNH at 711).

Eligible uniformed Police and Fire employees are enrolled in the State of New Hampshire Retirement System. Contributions vary on an annual basis. For more information, consult the appropriate Collective Bargaining Agreement or the State Retirement Office at 271-3351 (TTY access through RelayNH at 711).

anniversary date just as if the employee had been working in the current position.

(E) *Rate of pay on promotion.* In any case where an employee is promoted to a class with a higher pay grade, the employee's pay shall be increased to at least the minimum rate for the higher class, but such increase shall be no less than 10% of the employee's current pay. In the case of overlapping pay grade ranges, the promoted employee shall be increased to the step immediately above the employee's current pay, but such increase shall be no less than 10% of the employee's current pay. If the employee refuses the promotion, the Human Resources Director may approve an additional pay step increase. If the employee still refuses the promotion, the Human Resources and Insurance Committee may approve two additional pay step increases. If the employee still refuses the promotion, the Mayor may approve additional step increases as provided in § 33.046 above. Advancement to the maximum rates subsequent to promotion will be on the same basis as described in § 33.048 of this subchapter. Effective dates for promotions shall be the first work day following approval of the promotions.

(F) *Rate of pay in cases of voluntary transfer to a lower pay grade.* When an employee takes a position at a lower salary grade, the employee shall be demoted to the lower grade based upon his/her years of service. However, if the years of service result in the employee receiving a step which compensates the employee at a higher rate of pay than prior to the demotion, said employee shall be placed in a step in the lower grade that does not exceed his/her level of compensation prior to the demotion.

(G) When an employee's position is reclassified to a higher salary grade, the employee shall be placed in the new grade at a step that would provide an increase equaling at least one annual merit step increase in the former salary grade. If an employee's position is reclassified to a lower salary grade, the employee shall be placed at a step in the lower grade based upon his/her years of full time employment. However, if the years of full service result in the employee receiving a step which compensates the employee at a higher rate of pay than prior to the reclassification, said employee shall be placed in a step in the lower grade that does not exceed his/her level of compensation prior to the reclassification.

('71 Code, § 18-36) (Ord. passed 6-14-67; Am. Ord. passed 4-19-88; Am. Ord. passed 11-4-98; Am. Ord. passed 9-4-01; Am. Ord. passed 11-7-01; Am. Ord. passed 8-6-02; Am. Ord. passed 2-18-03; Am. Ord. passed 3-18-03)

#### **§ 33.047 PROBATIONARY PERIOD.**

After initial appointment or promotion to a position covered by §§ 33.020 through 33.082 of this chapter, the first six months of service in the position to which appointed or promoted shall be considered the period of probation, except uniformed Fire Department personnel and entrance level police personnel whose probation periods shall be for 12 months; provided however, that such fire and police personnel shall be eligible for pay advancement after six months employment, upon the recommendation of the department head. In the event an employee is not meeting the work standard, the probationary period may be extended up to an additional six months not to exceed a total of twelve months probation. During the period of extended probation, the employee shall not be eligible for a step increase until such time as the employee has satisfactorily completed the extended probationary period. At the completion of the probationary period, the employee shall be eligible for a one step increase. In the event the employee does not meet the work standard at the conclusion of the first six months or at the conclusion of the extended probationary period, he shall be

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Manchester, NH Code of Ordinances

while so assigned.

('71 Code, § 18-56) (Ord. passed 6-14-67; Am. Ord. passed 12-27-67; Am. Ord. passed 5-20-75; Am. Ord. passed 11-4-98; Am. Ord. passed 8-5-03)

*different categories*  
**§ 33.062 PART-TIME EMPLOYEES.**

(A) Any employee occupying a position designated as FLSA exempt who is regularly employed on a continuing work schedule of less than 40 hours per week shall be compensated by multiplying the base pay rate by the number of regular hours worked per week.

(B) An employee occupying a position designated as FLSA non-exempt and who is employed on a part-time basis shall be paid on an hourly basis according to the provisions of § 33.063 of this subchapter.

('71 Code, § 18-58) (Ord. passed 6-14-67; Am. Ord. passed 8-20-68; Am. Ord. passed 11-4-98)

**§ 33.063 TEMPORARY AND SEASONAL EMPLOYEES.**

Any temporary or seasonal employees occupying classified positions shall be employed initially at the salary grade for his/her classification. Upon recommendation of a department head, a temporary or seasonal employee may advance one step in his/her salary grade upon satisfactory completion of 2080 hours of work. Such advancement within a pay grade may continue until the maximum step is reached unless interrupted by a period of absence from work for a period of 12 months or longer. In such event, the employee shall be reemployed at the minimum initial pay step for the class to which he/she is assigned.

('71 Code, § 18-59) (Ord. passed 6-14-67; Am. Ord. passed 5-1-84; Am. Ord. passed 8-6-02)

**§ 33.064 EMPLOYEES INJURED IN THE LINE OF DUTY.**

(A) Employees, other than employees of the Police Department and employees of the Fire Department, injured in the line of duty shall be entitled to compensation as provided under the Worker's Compensation Law.

(B) For employees of the Police Department and employees of the Fire Department the following shall apply:

(1) Any employee of the city who sustains an injury which is compensable under the Workers Compensation Law and who is entitled to receive compensation benefits either by agreement of award shall, in addition to workers compensation benefits, receive supplemental pay benefits from the city so that combined worker compensation and supplemental pay benefits shall equal 80% of regular gross salary if the employee is covered under Social Security, and 87% if the employee is not covered under Social Security. Regular gross salary means gross wages as shown in the salary and wage schedules in the city and the school department compensation plans. The Finance Department shall make such adjustments as are necessary to

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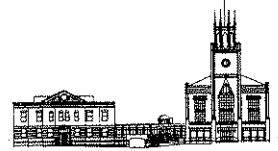
	Seasonal/Temporary	Regular Part Time
Health Insurance	No	No
Contributory Retirement	No	Yes
Orientation	No	Yes
Vacation	No	Yes
Sick Leave	No	Yes
Tuition Reimbursement	No	Yes
Sick Bank	No	Yes
Bereavement Leave	No	Yes
Paid Holidays	No	Yes
Probation	No	Yes



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



November 26, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall Plaza  
Manchester, New Hampshire 03101

Re: Response to Joan Porter's Letter Regarding Part Time Employees

Dear Alderman Shea and Members of the Committee:

On November 15, 2004, Joan Porter, Tax Collector, wrote you a letter regarding a part time employee who works in the Tax Collector's Office. Mrs. Porter states that this office is defining part time employees as seasonal or temporary employees for the purpose of receiving a step increase. This stems from the fact that a part time employee was hired in July. It is Mrs. Porter's opinion that the part time employee is serving a probationary period and at the conclusion of the probationary period, she will be entitled to a step increase as is authorized for full time employees in Ordinance 33.047. This office is denying the step increase due to the fact that Ordinance 33.062 (B) requires part time employees to work 2080 hours to receive a step increase as is authorized in Ordinance 33.063 by reference from Ordinance 33.062 (B). The 2080 hours is equivalent to what is required of a full time employee to receive a step increase.

Mrs. Porter cites several references to support her position. Although well intended, these references are not for part time employees. For example, the Ordinances are written for regular full time employees. Exceptions to those for part time, seasonal or temporary employees are stated in certain Ordinances. For example: Ordinance 33.062, Part Time Employees, Ordinance 33.075, Holidays, Ordinance 33.077 Bereavement Leave, Ordinance 33.079 Vacations, and Ordinance 33.081 Sick Leave. Therefore, part time employees are not entitled to be included in Ordinances that affect full time employees unless specifically stated.

The Employee Handbook is written in the same fashion. The Handbook that Mrs. Porter has copied for your information was revised over a year ago to reflect the Ordinances. The language is written for full time employees as the majority of the Ordinances dictate.

Although there are a couple of instances where an Ordinance states "permanent" part time or regular part time employee, by law, only full time permanent employees are considered regular. Those ordinances should be revised to ensure clarity of the status of a part time employee. Further, part time employees do not serve a probationary period. They are part time and paid by




the hour. They do not have any recourse if they are terminated from employment as do the regular or permanent employees.

In conclusion, the requirement for part time employees to work the equivalent number of hours as full time employees are required to work in order to receive a step increase, was proposed to ensure that all employees be treated equally for step increases. This has been enforced since the Ordinance was revised to include a part time employee in Human Resources.

I hope this clarifies the situation. If there are any other questions, I would be pleased to answer them.

Respectfully submitted,

A handwritten signature in cursive script that reads "Virginia A. Lamberton".

Virginia A. Lamberton  
Human Resources Director

Attachment

rate of pay in accordance with this section if the assignment is for one full work day or longer.

(B) When a department head position is vacant, the Mayor, or Board as appropriate, may appoint an individual as the acting department head. Such employee shall be compensated at the entrance rate of the salary grade for the vacant department head position or one rate step above his/her present rate, whichever is higher while so assigned.

('71 Code, § 18-56) (Ord. passed 6-14-67; Am. Ord. passed 12-27-67; Am. Ord. passed 5-20-75; Am. Ord. passed 11-4-98; Am. Ord. passed 8-5-03)

### § 33.062 PART-TIME EMPLOYEES.

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(1) Any employee of the city who sustains an injury which is compensable under the Workers Compensation Law and who is entitled to receive compensation benefits either by agreement of award shall, in addition to workers compensation benefits, receive supplemental pay benefits from the city so that combined worker compensation and supplemental pay benefits shall equal 80% of regular gross salary if the employee is covered under Social Security, and 87% if the employee is not covered under Social Security. Regular gross salary means gross wages as shown in the salary and wage schedules in the city and the school department compensation plans. The Finance Department shall make such adjustments as are necessary to ensure that employees will actually receive the supplemental pay benefit provided above.

(2) Pending determination of compensation eligibility, the employee may receive sick leave benefits. On a determination of eligibility for compensation benefits, sick leave credit shall be restored.

(3) To the extent authorized by law, the city, during the period the employee is receiving

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**From:** Paula LeBlond-Kang  
**To:** Arnold, Thomas  
**Subject:** 12/07/2004 HR Meeting

A reminder that at the December 7th meeting of the Committee on Human Resources/Insurance, a request was made of the City Solicitor for an opinion as to whether or not the ordinance relating to part-time employees is applicable. We have since received a communication from the HR Director which I will forward to your attention.



# CITY OF MANCHESTER

## Human Resources Department



One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065

December 21, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire 03101

**Re: Current Part Time Employees**

Dear Alderman Shea and Committee Members:

At our last Human Resources and Insurance Committee meeting, we discussed Ordinances that establish the number hours that are required for a part time employee to receive a step increase.

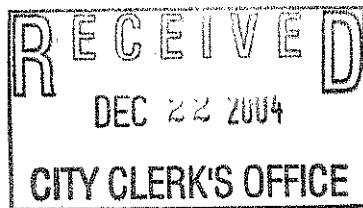
Several members of the Committee requested a listing of the current part time employees. Therefore, I am providing you with the list as of today.

I will be happy to explain the document to you at our next meeting.

Very truly yours,

Virginia A. Lamberton  
Human Resources Director

Attachment



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Date: 12/21/04

**Part Time Employees by Dept. W/ scheduled hrs.**

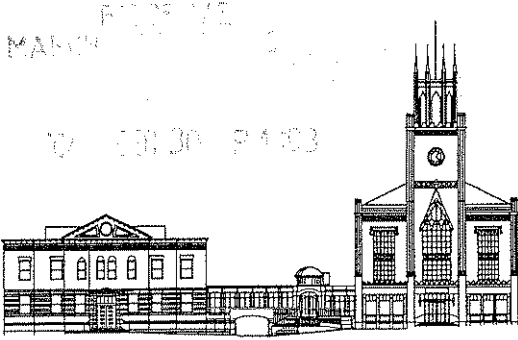
Department Number	Department Description	Last Name	First Name	Full/Part Time	Schedule Hours Code	Normal Work Hours in Day
2	ASSESSOR'S OFFICE	DOYON	IRENE	P	NS	8.000
4	CITY CLERK - SECURITY GUARDS	GONZALEZ	LUIS ANGEL	P	NS	0.000
		GATCOMB	SEAN	P	NS	0.000
		KLEY	ROBERT	P	NS	0.000
		DEVLIN	BONNIE	P	NS	0.000
19	HUMAN RESOURCES DEPARTMENT	FIGG	SUSAN	P	W1	8.000
22	TAX COLLECTOR	TRACY	MARGARET	P	P3	8.000
25	AVIATION - RUNWAY/AIRFIELD MAINTENANCE	SLIVER	JASON	P	NS	8.000
		GREEN	RAYMOND	P	NS	8.000
		WILLIS	DAVID	P	NS	8.000
		WEBSTER	RAYMOND	P	NS	8.000
		DUVAL	DAVID	P	NS	8.000
		DESROCHER	CHARLES	P	NS	8.000
		COOK	JOHN	P	NS	8.000
		RODONIS	RICHARD	P	NS	8.000
29	WATER - DIST BACKFLOW	MYERS	CLAUDETTE	P	P8	6.000
	WATER - FINANCIAL ACCOUNTING	JONES	DORIS	P	WT	8.000
		D'ADDIO	PATRICIA	P	NS	8.000
	WATER - TREAMENT LABOR	STRANGMAN	KATHLEEN	P	NS	0.000
		EBERT	HARRIET	P	NS	0.200
		TOLSON	JOSEPHINE	P	NS	0.000
		METCALF	BARBARA	P	NS	0.000
	WATER - WATERSHED PATROL	FOSS	FRED	P	WT	8.000
33	POLICE-DETECTIVES	SCHANCK	SUZANNE	P	PT	8.000
	POLICE-TRAFFIC CONTROL	GAZDA	WALTER	P	CG	2.000
		O'NEILL	LAURA	P	CG	2.000
		CARIGNAN	PIERRETTE	P	CG	2.000
		PRITCHARD	MARGARET	P	CG	0.200
		WALSH	SCOTT	P	CG	0.200
		DAY	ARLINE	P	CG	2.000
		YOUNG	RUTH	P	CG	0.200
		PLOURDE	JEFFREY	P	CG	2.000
		PLOURDE	DIANE	P	CG	0.200
		VALLEE	LUCETTE	P	CG	2.000
		BRUNELLE	NICOLE	P	CG	2.000
		CASE	JANET	P	CG	0.200
		WATSON	LISA	P	CG	0.200
		KROCHMAL	JOHN	P	CG	2.000
		LAVALLEE	GERARD	P	CG	2.000
		BRUNELLE	RITA	P	CG	2.000
		TRISCIANI	JOSEPH	P	CG	2.000
		DESHAIES	ROBERT	P	CG	2.000
		CUSHING	CLARENCE	P	CG	2.000
		BLACK	OSBORNE	P	CG	2.000
		BROWN	GERALD	P	CG	0.200
		TURULA	AMY	P	CG	0.200
		WRIGHT	SHEILA	P	CG	0.200
		BOUDREAU	RUTH	P	CG	2.000
		CROTTY	EDWARD	P	CG	0.200
		BOURGEOIS	ROBERT	P	CG	2.000
		LOPEZ	GLORIA	P	CG	2.000
		BOURGEOIS	MICHAEL	P	CG	0.200
		COTE	RICHARD	P	CG	0.200
		MCGEE	MEGHAN	P	CG	2.000
		DUNN	DONNA REE	P	CG	0.200

9

Date: 12/21/04

**Part Time Employees by Dept. W/ scheduled hrs.**

Department Number	Department Description	Last Name	First Name	Full/Part Time	Schedule Hours Code	Normal Work Hours in Day
33...	POLICE-TRAFFIC CONTROL...	PAPP	RICHARD	P	CG	0.200
		RIVERA	HOPE	P	CG	0.200
		DARGIE	REBECCA	P	CG	0.200
		BARTLETT	KAREN	P	CG	0.200
		BRUNELLE	JOSEPH	P	CG	2.000
		WILDER	VIRGINIA	P	C2	2.000
		READE	KERRY	P	CG	0.200
		COOPER	CHESTER	P	CG	2.000
		HOPPS	CAROLINE	P	C6	2.000
		RIVARD	LEE	P	CG	2.000
		O'NEIL	MAUREEN	P	P3	8.000
		JOUBERT	ELIZABETH	P	CG	2.000
		CURRAN	ROBERT	P	CG	0.200
		MCINERNEY	SUSAN	P	CG	0.200
		MORRIS	KENDRA	P	CG	0.200
		MATSON	KATHLEEN	P	CG	0.200
	POLICE-UNIFORMED POLICE OFFICERS	TREMBLAY	GUY	P	NS	8.000
		ALEXAKOS	PHILIP	P	NS	8.000
		CZARNEC	JEFFREY	P	NS	8.000
		HOLMES	CHARLES	P	NS	8.000
		AINSWORTH	KEVIN	P	NS	8.000
50	HIGHWAY-SOLID WASTE	OVERBY	BRIAN	P	K1	8.000
		BARDELICK, J	JOHN	P	K2	8.000
60	WELFARE	PARSONS	CHARLEEN	P	NS	6.000
65	PARKS - GENERAL RECREATION	CATTERTON	ERIC	P	K4	8.000
		MCQUEENEY	KAITLYN	P	K4	0.000
		HAARLANDER	KATIE	P	K4	0.000
71	LIBRARY - MAIN	MCINTIRE	SAVANNAH	P	U4	5.000
		RUNDQUIST	KIRSTEN	P	40	0.000
		COMPANION	TINA	P	NS	0.000
		GRAVES	AMY	P	Q1	8.000
		TRIMBUR	GAIL	P	U3	5.000
		LAVALLEE	MICHAEL	P	U3	5.000
		WIDGER	NIELS	P	U3	5.000
		BUCKLEY	BERNICE	P	U3	5.000
		KALED	ROSE ALMA	P	U3	3.000
	LIBRARY - WEST SIDE BRANCH LIBRARY	THROENLE	BENJAMIN	P	U3	5.000



## City of Manchester Office of the Tax Collector

City Hall One City Hall Plaza  
Manchester, New Hampshire 03101  
Joan A. Porter, Tax Collector

Tele: (603) 624-6575

Fax: (603) 628-6162

Web Site: <http://www.manchesternh.gov>

Email: [taxcollector@ci.manchester.nh.us](mailto:taxcollector@ci.manchester.nh.us)

Welcome to the City Of Manchester NH, Where History Invites Opportunity!

December 30, 2005

Alderman William P. Shea, Chairman

Human Resources and Insurance Committee

1 City Hall Plaza

Manchester, NH 03101

Dear HRIC Members,

At the last HRIC meeting, we discussed the Ordinance change of 8/7/02 which inadvertently changed the manner in which part-time employees are granted merit increases.

I say "inadvertently" because I have since read the minutes of the meeting during which the Committee approved the ordinance. A copy is attached for your review. The Ordinance in question is: **33.63 Temporary and Seasonal Employees**. Alderman Sysyn asked "what does this revision do" and the response from Ms. Lamberton pertained to the ordinance as it existed in which temporary and seasonal employees would work for the summer for 10 or 12 weeks, leave and come back next year and get a step increase. Ms. Lamberton went on to say that she proposed that they (temp/seasonal) would have to work the equivalent number of hours as a full-time employee to progress in steps. There was no mention of the part-time employees or the impact upon them or of Ordinance 33.62 which is governed by any changes to Ordinance 33.63.

At issue is the intention of the ordinance change. The intention was to correct a practice of granting yearly step increases to employees who were temporary or seasonal. The unintended effect was that regular part-time employees became classified as temp/seasonal for pay purposes. This change was never discussed. The regular part time employees to whom I am referring are employees who do the same exact job as a full time employee, are committed to work year round and receive many benefits that temp/seasonals do not.

This unintended effect has the following impact on part time employees, contrary to the intention of Yarger/Decker which was to have employees compensated equally for doing the same job. Let's assume we hired a part time (20 hours per week) and a full time person on January 1, 2005 at a rate of pay of \$10.00 per hour.

	Jan05	July05	Jan06	Jan07	Jan08	Jan09
FT	\$10.00	10.30	10.60	10.91	11.23	11.56
PT	\$10.00	10.00	10.00	10.30	10.30	10.60

As you can see, after 4 years, the part time employee who is doing the same job is getting almost \$1.00 less per hour (and obviously only being paid for 20 hours while the full time is being paid for 40 hours) but is expected to perform comparable to a full time person (pro-rated). We do track performance levels.

I look forward to further discussion at the HRIC meeting on Tuesday, January 4<sup>th</sup>. If you have further questions please contact me at 624-6575 x5303.

Respectfully submitted,

*Joan A Porter*

Joan A Porter  
Tax Collector

Enc: Copies of HRICminutes of 7/15/02

Chairman Lopez addressed Item 7 of the agenda:

Communication from Virginia Lamberton, HR Director, recommending a proposed revision to Ordinance 33.063 (Temporary and Seasonal Employees).

Alderman Shea moved to approve the proposed revision to the Ordinance and refer it to the Committee on Bills on Second Reading for technical review. Alderman Sysyn duly seconded the motion.

Alderman Sysyn asked what does this revision do.

Ms. Lamberton replied actually currently you could have somebody come and work for the summer for say 10 or 12 weeks, leave, come back the next year and get a step increase and that doesn't seem very wise. What I am saying is they would have to work the equivalent number of hours as a full-time employee to progress in steps.

Chairman Lopez called for a vote. There being none opposed, the motion carried.

Chairman Lopez addressed Item 8 of the agenda:

Communication from Virginia Lamberton, HR Director, recommending a remedial revision to Ordinance 33.081 (4) (Sick Leave).

Alderman DeVries moved to approve the proposed revision to the Ordinance and refer it to the Committee on Bills on Second Reading for technical review. Alderman Sysyn duly seconded the motion for discussion.

Ms. Lamberton stated apparently in 1990 the Board of Mayor and Aldermen passed a proposed language revision that nobody followed up with to correct the ordinance to reflect what is reality and in fact this is exactly what has been going on for the last 10 years but the ordinance doesn't reflect that. Now the ordinance will reflect that and clarify that this is the way it is.

Alderman DeVries asked and this would apply to whom.

Ms. Lamberton answered non-affiliated employees. Affiliated employees have provisions for pay out and so forth. This is a housekeeping measure.

Chairman Lopez called for a vote on the motion. There being none opposed, the motion carried.



**PROPOSED REVISION TO**  
**ORDINANCE 33.063**  
**TEMPORARY AND SEASONAL EMPLOYEES**

July 8, 2002

**CURRENT LANGUAGE**

**33.63 Temporary and Seasonal Employees.**

Any temporary or seasonal employees occupying classified positions shall be employed initially at the hourly rate equivalent to the entrance rate in which employed as established by the temporary and seasonal employee schedule. All temporary or seasonal employees working less than a full work year may annually advance in pay, based upon satisfactory service and upon the recommendation of the department head, to the next higher rate in the grade for the class under salary schedule 1(D) until they reach the maximum step. Such annual advancement within a pay range may continue until the maximum step is reached unless interrupted by a period of absence from work for a period of 12 months or longer. In such event, the employee shall be reemployed at the initial pay step for the class to which he/she is assigned.

**PROPOSED LANGUAGE**

**33.63 Temporary and Seasonal Employees**

Any temporary or seasonal employees occupying a classified position shall be employed initially at the minimum step in the salary grade for his/her classification. Upon the recommendation of a department head, a temporary or seasonal employee may advance one step in his/her salary grade upon satisfactory completion of 2080 hours of work. Such advancement within a pay grade may continue until the maximum step is reached unless interrupted by a period of absence from work for a period of twelve (12) months or longer. In such event, the employee shall be reemployed at the minimum step for the classification to which he/she is employed.



# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza

Manchester, New Hampshire 03101-4000

Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065

pending info. from  
Planning Director



1/25/05 - Remained  
tabled

December 21, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
One City Hall Plaza  
Manchester, New Hampshire

### Re: Reclassification, Administrative Assistant II, Planning

Dear Alderman Shea and Committee Members:

On behalf of Robert MacKenzi, Planning Director, I am recommending that an Administrative Assistant position, salary grade 13, be reclassified to a Planning Technician, salary grade 14.

The reason for this reclassification is that within the last couple of years, the number of tasks assigned to the Planning and Community Development Department as well as the complexity of these tasks, has increased dramatically. Positions such as Planner I and II have had to assume leadership roles for fairly major projects such as the City's Strategy to End Homelessness and administration of million dollar grant programs. As a result, the Administrative Assistant position has had to assume higher level functions that have been previously accomplished by Planners. For example, the Administrative Assistant position has had to assume the responsibility of wage rate inspections required by Davis Bacon Act. Further this position has also been assigned a major role in the preparation of the annual Consolidated Plan required by HUD in order to qualify for the \$3,000,000 that the City receives annually. Other examples of work are: reporting, monitoring and fund administration for Federal grants, providing staff support to the CIP, receipting and reporting CIP income and related issues, completing reporting requirements for HUD, developing and maintaining CIP project expenditure spreadsheets, etc. etc.

A comparison of the Administrative Assistant class specification to the Planning Technician class specification in relationship to the duties performed by the position, warrant a reclassification of this position. Reclassification of this position will ensure that the current incumbent understands what is required of his/her position as well as future incumbents.

Alderman Shea

- 2 -

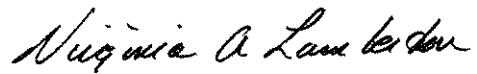
December 21, 2004

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I am attaching copies of the Administrative Assistant and the Planning Technician class specifications for your information and review.

Your favorable approval of this reclassification would be greatly appreciated.

Respectfully submitted,



Virginia A. Lamberton

Attachments -2

Cc: Robert MacKenzi, Director



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	Administrative Assistant II
<b>Class Code Number</b>	1060

### General Statement of Duties

Performs a variety of general office clerical and administrative support duties for a Division Head within a municipal Department; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to provide clerical support to a Division Head in addition to customer service to the public. The work is performed under the supervision and direction of an assigned supervisor but considerable leeway is granted for the exercise of independent judgement and initiative. This class is distinguished from the class of Administrative Assistant I by the performance of confidential secretarial duties for a Division Head. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, business and community organizations and the public.

### Examples of Essential Work (Illustrative Only)

- Performs confidential secretarial duties for a Division Head, including assuming direction or oversight over other Division personnel in distributing directives and monitoring programmatic activities;

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- Prepares correspondences, reports, lists and other documents as instructed and requested by designated office personnel;
- Interprets and applies Departmental or office rules, policies and regulations in accordance with prescribed procedures and guidelines;
- Transcribes or prepares letters, minutes, reports, statements, grant applications, specifications, contracts, memoranda, notices, resolutions, budgets, financial and statistical tables, requisitions and other related materials, including confidential correspondences and reports;
- Prepares special reports as requested;
- Copies, packages and distributes a variety of written materials as requested by other designated office personnel;
- Answers Department telephone calls, receives and greets visitors to the Department and provides information to or refers callers and visitors to other appropriate Departments or City personnel;
- Gathers, assembles, updates, distributes and/or files a variety of information, forms, records and data as requested using traditional filing systems or databases as necessary;
- Processes accounts payable, accounts receivable and/or payroll as necessary;
- Screens visitors, telephone calls, faxes, mail and messages directed to office personnel;
- Listens to and directs comments and complaints from the public relating to Department operations and takes appropriate action to resolve and refer such complaints;
- Requisitions supplies and materials for the department as requested;
- Opens and distributes mail throughout the Department;
- Oversees petty cash accounts;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> <b>(at time of appointment)</b></p>
------------------------------------------------------------------------------------------------------------------------

- Thorough knowledge of modern office procedures, practices and equipment;
- Thorough knowledge of modern office filing systems and procedures;
- Thorough knowledge of modern standard bookkeeping principles, practices and procedures;

- Ability to deal with a wide range of persons, including situations in which individuals may be upset over some issue involving City activities or policies;
- Ability in writing to prepare correspondences according to standard business practices;
- Ability to accurately type correspondences, reports and memoranda;
- Ability to complete financial processing procedures;
- Ability to learn City policies and Departmental rules, procedures, practices and objectives;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from High School or possession of a GED, preferably supplemented by additional training in office management; and
- Considerable experience in general office operations; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- None.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of materials in electronic or hard copy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer, telephone and related equipment;

10

- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to function within the general office environment.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	Planning Technician
<b>Class Code Number</b>	1320-14

### General Statement of Duties

Performs staff support functions relating to Planning operations; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to performs fiscal, grant administration, reporting and monitoring functions in core planning areas. The work is performed under the supervision and direction of the Planning Director and Planners but some leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, State and Federal officials and the public. The principal duties of this class are performed in a general office environment.

### Examples of Essential Work (illustrative only)

- Performs reporting, monitoring and fund administration for Federal grants;
- Provides staff support to the Community Improvement Program (CIP), including cataloguing agency requests, developing CIP committee agendas, receipting and reporting CIP income and related;
- Completes reporting requirements for HUD as mandated in grant contracts involving project specifics;



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- Develops and maintains CIP project expenditure spreadsheets;
- Researches and prepares contracts to non-profit social service agencies awarded CIP funding;
- Monitors program/project beneficiaries to ensure compliance with HUD program regulations;
- Provides staff support to CIP public hearings;
- Performs special projects/reports for Planning staff as requested;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Thorough knowledge of grant administration activities and requirements;
- Substantial knowledge of grant programs associated with planning within a municipality;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports on grant administration activities with State and Federally mandated reporting;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

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### Acceptable Experience and Training

- Graduation from High School or possession of a GED, Associate's Degree in Public Administration preferred; and
- Some experience in related operations; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

### Required Special Qualifications

- None.

### Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of materials in electronic or hardcopy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer, telephone and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to function within the general office environment.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_